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**Ukraine Business Management Strengthening Activity  
Award No. 121-A-00-99-00701-00**

**Second Quarter Report  
April 1 – June 30, 2001**

**Submitted to**

**US Agency for International Development**

**Submitted by**

**Consortium for the Enhancement of Ukrainian Management Education  
(CEUME)**

Led by the University of Minnesota

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## **Brief Project Description:**

The project's main goal is to strengthen and empower Ukrainian management and business education programs so that they can produce a new generation of business persons prepared to lead Ukrainian businesses in the transition period and beyond. The project assists private and public Ukrainian business schools, universities and polytechnics in developing their capacity to offer effective undergraduate degree programs and non-degree "continuing education" courses. The training currently focuses on how to design and deliver contemporary undergraduate business courses and has recently increased trainings addressing post-diploma programs and short courses that are required by executives and other leaders of business. The long-term objective of the project is to institutionalize these programs in Ukrainian business schools while developing sustainable institutions for management education, training and research.

These objectives are being achieved by undertaking the following four tasks:

- creating and institutionalizing a series of management education and training workshops for faculty retraining and curriculum development;
- convening a series of national conferences on empowering Ukrainian business schools and implementing the recommendations of those conferences;
- establishing a textbook and teaching material adaptation, translation and distribution program; and
- implementing exchanges, study tours, internships and seminars abroad for both academic administrators and faculty to discover the best practices in the US and Poland that can be adapted to Ukrainian conditions.

The Mission of the Consortium for the Enhancement of Ukrainian Management Education (CEUME) is to support educational leaders, professors and other stakeholders in their efforts to enhance the current system of business and management education in Ukraine.

## **A. Summary of the First Quarter 2001 Activity**

### **Summary of Key Events:**

Weekend Workshops and Short Courses Ukrainian and Polish instructors teamed together in presenting two and three-day short courses that introduced new knowledge and effective teaching methodology while demonstrating practical application of the training skills. Through the assistance of CEUME regional offices and educational institutions, 23 workshops were delivered in the Ukrainian cities of Lviv, Odesa, Kharkiv, Donetsk, Dnipropetrovsk, Zaporizhzhya, Ternopil, Ivano-Frankivsk and Kyiv.

Training topics included Human Resources Management, Organizational Development, Strategic Management, Marketing, Transformation and Restructuring of Enterprises, International Accounting Standards, Managerial Accounting and Public Relations. Audiences were primarily faculty members but, on a space available basis, employees of business centers, NGO members, and representatives of international organizations also participated. Additionally, CEUME cooperated with ACDI/VOCA in delivering a one-week “Marketing” training to leaders of business and education.

Trainings and Consultations for Post-Diploma Study (PDS) An educational expert from America conducted a short-term training and a series of consultations with representatives of 10 Ukrainian educational institutions. Through the process of consultations, a framework was developed for analysis of programs’ strengths and weaknesses, surveying regional needs of businesses, and creating a strategy for developing programs that effectively satisfy those needs. Follow-on consultations with PDS programs will occur during the 4<sup>th</sup> quarter.

Series of Roundtable Discussions on Management Education Meetings conducted throughout Ukraine brought together education and business leaders from Ukraine and Poland to address key issues related to the development of the system of management education in Ukraine. A coordination meeting, four roundtables and one seminar were conducted during the 2<sup>nd</sup> quarter. These leaders examined and discussed key issues such as the creation of national standards for Ukrainian business education, the effective management of institutions, and the critical need for creating and maintaining a dialogue and working partnership with business. An important topic addressed was the creation of an association or other sustainable organizations that can facilitate continued cooperation.

Short-Term Trainings for Administrators Leading Ukrainian and Polish experts conducted 4 short-term trainings for educational administrators to develop knowledge and skills necessary to better manage their programs and institutions. The sessions provided opportunities to access information and build skills required for the school to clearly define its mission, effectively organize and operate the institution, evaluate its programs and processes, and realize continuous improvement towards its ability to design and deliver quality management education.

Internships in Poland During this 2<sup>nd</sup> quarter, members of Ukrainian institutions of higher education worked with professors and administrators of leading business schools in Poland for periods of two to eight week periods of time. Internship host institutions included the Warsaw School of Economics, University of Warmia and Mazury in Olsztyn, and the Economic Academy in Krakow. Ukrainian professors conducted research, gathered information and examples for the creation of new programs, learned about issues of school governance and management, created case studies, and practiced creative teaching methodologies.

Sixth Annual International Forum “The Ukrainian Capital Market” The three-day event featured exhibitions, conference, seminars and presentations devoted to methods of stimulating investment, strategies of financing, and banking and insurance products and services. CEUME led a seminar and round table discussion entitled “Management Education: Investing into the Future Assets of Business.” Ideas were presented about the need to create awareness among the business community of the critical role that business education programs play in preparing an effective workforce critical to the success of business. Understanding this need and the presence of quality programs combine to create motivation to investigate financing alternatives of education and training. Various options were identified and discussed while creating suggested cooperation of business and education.

“Building Management Education in Ukraine: Blueprint for Action” CEUME has published and widely distributed a guide for educators, business leaders, and government useful in their efforts to enhance the system of management education in Ukraine. The Blueprint is being utilized during discussions, roundtables and forums that identify problems, explore alternative methods for improvement, and outline individual and cooperative efforts that can be undertaken by the various stakeholders.

### **Key Outputs**

Weekend Workshop Trainings Weekend Workshop Trainings CEUME weekend workshops trained 632 professors (384 women and 248 men) in the design and delivery of a variety of courses. In addition, 86 business community representatives (42 females and 44 males) received training while providing important information and feedback to Ukrainian professors learning the differences between the demands of business professionals and those of traditional students. Appendix 1 provides the schedule of trainings conducted during the 2<sup>nd</sup> quarter. Mini-lectures were combined with other learning methods such as case study, group exercises, and interactive discussions. Ukrainian specific materials were created and distributed that can be utilized by professors and trainers during the design and delivery of their courses. Appendix 2 provides summaries of the trainings and Appendix 3 displays an analysis of participation.

Trainings and Consultations for Post-Diploma Study (PDS) An activity of critical importance is answer the training and consulting needs of executives and business people. Leading private and public institutions throughout Ukraine are working on improving their ability to provide quality trainings that satisfy specific regional needs of current top and mid-level managers of Ukrainian business firms. These services not only contribute to the effectiveness of businesses and economic development of Ukraine, but also provide opportunities to generate needed funding for the institutions and insights and experience for business professors.

Development of quality executive trainings and Post-Diploma Studies (PDS) is being encouraged and assisted by CEUME through study tours, trainings (such as the Winter Institute), materials and information and consultations. Mr. Andriy Masiuk, former director general of IMI-Kyiv and an experienced educator in the United States, recently

conducted roundtables discussing the unique demands of executive education and provided consultations to ten Ukrainian universities and institutes providing PDS. Through the process of consultations, a framework was developed for analysis of programs' strengths and weaknesses, surveying regional needs of businesses, and creating a strategy for developing programs that effectively satisfy those needs.

During initial meetings, Mr. Masuik encountered a variety of perspectives and opinions on the relationship between the educational and business communities in their region. In general, business leaders felt that educators do not possess an adequate awareness of specific needs of customers in the training marketplace. Concurrently, neither business leaders nor educators were able to identify the capacity of specific education institutions in the region to satisfy those needs. Educational leaders must be able to evaluate their institution's ability to create effective courses and programs and design a strategy that will lead to financial sustainability. A component of that activity should be an analysis of the marketplace for executive and PDS trainings. Mr. Masiuk will be in Ukraine during the 4<sup>th</sup> quarter to continue his effort to assist interested institutions in evaluating their market, assessing current programs, and designing strategies and implementation plans focused on making their PDS programs financially viable.

Roundtable Discussion: Impacts of PDS Study Tour to Poland Participants of the 2000 PDS Study Tour to Poland gathered to share information on how materials and knowledge gained were used to modify existing Post-Diploma Study programs in their institutions, modify approaches, establish mechanisms of fundraising, and developed new strategies for promotion of the education and training programs. Nine representatives (5 men, 4 women) of CEUME partner institutions located in Kyiv, Odessa, Lviv, Kharkiv, Dnipropetrovsk and Donetsk met to discuss the future of PDS and the impacts and changes made as a result of the information and experience gained during their visit to Poland.

Short-Term Trainings For Administrators Short-term trainings for administrators are now being organized through CEUME. These programs are aimed at assisting administrators of educational institutions in their efforts to evaluate their institution and to implement plans for achieving improvement. The Summaries of the trainings are provided in the Appendix 4.

Leading educators from Ukraine and abroad lead and participate in the trainings. Ukrainian and Polish experts conducted 4 short-term trainings for educational administrators to develop knowledge and skills necessary to better manage their programs and institutions. The 94 participants (54 men, 40 women) from Kyiv, Odessa, Lviv, Donetsk, and Dnipropetrovsk learned new techniques, obtained practical management tools, and shared common experiences. Appendix 5 contains the participation analysis of the trainings. The positive feedback from the participants indicated that the sessions will result in the introduction of new management practices, new policies, initiating of evaluation processes and efforts to establish partnerships with other institutions and business.

One workshop entitled "Managing Higher Educational Institutions - Utilizing New Educational Technologies" was lead by Prof. Nina Ushakova, pro-rector of Kyiv National

Trade and Economics University. In addition to the vast experience in management of educational institutions, Prof. Ushakova has expertise in the area of national accreditation and national standards in management education. Prof. Ushakova led a second seminar with participation of administrators from Kharkiv, Donetsk, Odesa and Dnepropetrovsk.

During other workshops, Ukrainian administrators had a unique chance to meet with the pro-rector of Warsaw School of Economics, Prof. Edward Golachowski. Odessa and Kyiv were the sites of two trainings “Managing Higher Education Institution Effectively”. Prof. Golachowski shared the experience about management of a leading school in economic education in Poland, exchanged ideas and approaches, and applied the Polish “success” experience to Ukrainian situations. The trainings concluded with the discussion of the case of Poland and particularly Warsaw School of Economics.

The sharing of experience, distribution of new information and management tools are aimed to change the attitude and vision of administrators. The result will be more effective managers that are open to change and will encourage changes taking place on the individual level of the faculty, inside the classrooms, and within the institution.

Roundtable Series on Management Education Leading educators and business people are participating in a series of formal discussions related to the development of an effective system of management education in Ukraine. CEUME and leading Ukrainian educational institutions are organizing roundtables and forums throughout the country to facilitate the discussions and studies. Information and discussions will relate to issues and actions presented in the Blueprint for Action created during the 2<sup>nd</sup> National Conference on Building Management Education in Ukraine. Findings, conclusions and cited “best practices” will be the basis of the 3<sup>rd</sup> National Conference being planned for November of this year. Institutional assessment tools, information on accreditation processes, a discussion guide on developing educational standards and other valuable resources will be distributed during the meetings.

One hundred fifty four representatives of educational institutions, businesses and international programs (79 men, 75 women) met to discuss Blueprint implementation strategies, standards on business education and various tools for self-assessment of institutions. Of the high interest during the discussions was the issue of international accreditation of educational institutions conducted by international management associations. Even though the procedures are rather strict, participation in the accreditation process is an opportunity for educational institutions to carry out self-assessment and self-analysis and to review their activity from the required internationally accepted quality criteria standpoint. Examples of best Practices, success stories, established programs and partnerships, and future plans for cooperation will be presented during the 3<sup>rd</sup> Annual National Conference “Building Management Education in Ukraine.”

Internships in Poland A total of nine internships (1 male, 8 female) were implemented during the 2<sup>nd</sup> quarter. In the process, interns established close working and personal relationships with their Polish colleagues and institutions. Upon returning to Ukraine, all interns stated that in addition to revising and developing new programs they will organize a number of other activities through which they will share with their Ukrainian colleagues

new information and knowledge gained and materials received. They expect to introduce new courses, submit articles based on findings, and recommend changes in institutional practices. Appendix 6 provides a brief summary and analysis of the implemented internships.

Roundtable Discussion: Impacts of Administrator Study Tours to USA and Poland: Two follow up roundtable discussions were organized and five participants of the CEUME Study Tour to USA and 7 of the CEUME Study Tour to Poland gathered to share information on how materials and knowledge gained were used to modify administrative procedures, establish mechanisms of fundraising, and developed new strategies for promotion of the institution. Of special note was the high priority given to the necessity of collaboration and cooperation between Ukrainian educational institutions. Sharing of successes and problems encountered is viewed as being beneficial. Jointly lobbying interests with the government is also valued. Appendixes 7 and 8 respectively provide summaries of institutional changes that are taking place as a result of Study Tours to administrators to Poland and the USA.

Publications and Book Distribution Through the implementation of weekend workshops, 1560 sets of CEUME materials, information and practical cases were distributed. During this quarter, CEUME regional library holdings were increased by over 1300 business textbooks in English, Ukrainian or Russian to assist Ukrainian professors doing research and creating courses. Additionally CEUME produced 100 sets of video-cases, 500 case study catalogs, and various supporting materials. During the Short Term Trainings for Administrators 300 sets of institutional management support materials were distributed. For the series of roundtable discussions focusing on developing the system of Ukrainian management education, over 400 sets of materials were published and distributed. In support of Post Diploma Study programs, 150 sets of materials were published and distributed. Over 2000 copies of the Business Education magazine "Synergy" and 2000 copies of the newsletter "Our News" were published and distributed to the education and business community. Appendix 8 can be referenced for additional information. Appendix 9 is the 5<sup>th</sup> issue of the CEUME Newsletter issued and distributed during the 2<sup>nd</sup> quarter.

## **B. Activity Measures and Impact**

CEUME events and activities continue to focus on supporting the efforts of leading administrators and educators to develop the system of business and management education in Ukraine. The Monitoring and Impact Plan of CEUME outlines the process to evaluate activities and, more importantly, identify ways those activities are impacting the content and methodology of business and management courses (METC) and the way administrators are structuring and managing their institutions (MEPP). This allows project management to adjust the programming to better satisfy the needs of the targeted audience.

***Management Education Training Program Project-to- Date***

Activity	Number of Events	Participants			TOTAL
		Faculty	Administrators	Business People	
<b>Weekend Workshop</b>	132	2649	350	577	3658
Summer Institute	4	484	53	34	571
Study Tour (POST - DIPLOMA STUDY TOUR)	1		12	0	12
Winter Institute	1	11	0	16	38
Spring Institute	1	22	0	0	22
<b>TOTAL</b>	<b>139</b>	3166	415	627	4301

*GENDER Distribution of the total number of participants 4,301 [1,894/2, 407] 55.96% Female*

During the 2<sup>nd</sup> quarter of year 2001, in frames of Management Education Training Program, CEUME held 23 weekend workshops. 400 faculty and 232 representatives of businesses, NGOs and government institutions received training.

***Management Education Partnership Project-to- Date***

Activity	Number of Events	Participants				Total
		Educational Institutions	International Development Sector	Business Community	Government	
Study Tour	3	35	0	0	0	<b>35</b>
National Conference	3	401	145	41	13	<b>600</b>
Seminar	3	65	16	30	8	<b>119</b>
Roundtable Discussions	28	408	54	84	12	<b>558</b>
Short – Term Trainings for Administrators	4	94	0	0	0	<b>94</b>
Internships	9	9				<b>9</b>
<b>TOTAL</b>	<b>41<sup>t</sup></b>	1012	215	155	33	<b>1415</b>

*GENDER Distribution of the total number of participants 1415 [780/635] 45% Female*

There were five roundtable discussions conducted in frames of Management Education Partnership program during the 2<sup>nd</sup> quarter of 2001. The series of roundtables leading to the 3<sup>rd</sup> Annual National Conference “Building Management Education in Ukraine” took place in May and June of 2001 with participation of 96 representatives of education, business, and government from all regions of Ukraine.

Two roundtable discussions were devoted to following up the results and impacts of the Study Tours for administrators to Poland that was held in September 2000, and US held in November 2000. Seven administrators of the educational institutions from all the regions of Ukraine gathered in Kyiv to discuss the results of the ST to Poland, and changes that had been introduced during six months period in their institutions. Another



round table discussion was devoted to the results of Study Tour to the USA. Five Study Tour participants gathered to discuss the prospects and dilemmas related to the introduction of the new administrative procedures and some of the experience and tools obtained in USA during their Study Tour and how some of the best practices have been implemented. For example, Donetsk State Technical University organized an Alumni Association based on the experience of University of Minnesota. The structure is comparatively new, but the University, alumni and alumni employers and other organizations are already experiencing the benefits of such cooperation. Another progressive outcome of the Study tour to USA was the initiation and establishment of the Ukrainian Management Foundation.

Participants of the round table discussions asserted the need of Ukrainian higher educational institution as well as educational system in general to adapt new administrative and financial mechanisms for the sustainable development of the management and business education in Ukraine. It was stressed that cooperation between education, business, and government is crucial for successful development of educational system. USAID representatives joined both roundtable discussions on the results of the Study Tours to Poland and USA.

The overall impact of the events can be judged mainly by the number of changes that have happened as a result of participation. The changes can be observed in individual actions, the classroom, through the curriculum, and in the institutional management structure and processes. Appendix 11 provides an update on the CEUME Monitoring and Evaluation Report.

*Changes observed during the 2<sup>nd</sup> quarter of 2001 are taking place on institutional level include:*

- Continuing cooperation between educational institutions and various international projects.  
*The new project of CEUME and IESC is under development in Central region. An American expert is to be assigned in Fall 2001 to consult one of CEUME most active and resourceful partner, Institute for Entrepreneurship "Strategy", Zhovty Vody. They will be working in the area of business courses development, facilitation of application and usage of prospective and modern teaching methodologies, western materials and experience, and cases.*
- New Business School was opened in May 2001 in CEUME partner institution– Zaporizhzhya State Technical University.  
*The business school is a result of cooperative efforts between administration and professors of Economics Faculty and several large enterprises of Zaporizhzhya region. Such cooperation will lead to establishing links between academic and business communities and development of new courses and strategies for business education coherent with the existing business needs.*
- Two Ukrainian-Polish Centers were opened in Dnipropetrovsk in May 2001. *Dnipropetrovsk Academy of Management, Business and Law, and the National*

*Mining Academy of Ukraine, now have centers that will greatly benefit from the Polish – Ukrainian cooperation in frames of CEUME project.*

- New course “Management of external economic activity” was introduced in Azov Regional Institute of Management in frames of bachelor program for undergraduate students.

*The creation and implementation of the course was inspired by participation of the faculty in CEUME weekend workshops “Marketing” and “International Business”. The course is designed basing on methodological materials and teaching techniques demonstrated during weekend workshops.*

*Continuing changes on individual level include:*

- Professors continue to develop courses for business audiences.  
*Professor Barabash, Institute “Strategy”, Zhovty Vody, developed and introduced a new course for business “Compatible Management of Enterprises” and revised consulting methods in the area of Business Startups. Prof. Barabash also teaches this course in three CEUME partner institutions as a visiting professor.*
- New courses are developed and implemented. *After CEUME weekend workshop in “Public Relations”, professor Derkach, Kirovograd Institute of Commerce developed a case for inclusion into his “Public Relations” course. Professor Lyashko, Dnipropetrovsk Academy of Management, Business and Law, developed 2 new courses taught in frames of master programs “Enterprise taxation” and “IT in Accounting”. After an internship in Warsaw School of Economics, Professor Orlovskaya, Pridneprovsk State Academy of Civil Engineering and Architecture, developed a new course “Regional Investment Aspects” which is going to be implemented this fall and also made changes in “Financial Activity Planning.”*
- New methodological publications are created and published by the professors participating in CEUME trainings.  
*Professor Semenchuk authored a publication “Adjusting Business Plans and Training Exercises to Audience Needs, Opportunities and Priorities.”*
- Business and Management Courses are revised. *Professor Kasyan, Poltava State Agricultural Institute, revised and changed his course “Strategic Management” by 60% after attending “Organizational Development” in Zaporizhzhya in May 4-6. Especially beneficial for him was mix of business and educational representatives in the workshop audience that created the opportunity for exchange of ideas and experience possible.*

### **C. Projection for the Third Quarter 2001**

#### **Key Expected Events**

Summer Institute 2001 Instructors from the USA, Poland, and Ukraine will team together to deliver Two one-week long training sessions in Yalta (July 7-14 and 15-22) Almost 300 Ukrainian teaching faculty will learn how to design and deliver courses on Corporate

Governance, Business ethics, Decision Analysis, Business Communication, and Leadership. The courses will present methods on how to design and deliver effective courses using pedagogy methods that better prepare students for business leadership.

“Effective Business Management in the New Century” Top level-business professionals will also be able to participate in Yalta in a special training entitled “Effective Business Management in the New Century”. The week-long trainings will address Business Strategy, Marketing, Finance and Corporate Governance, Decision Making, Leadership and Organizational Development. Of special importance, the participants will be sharing with the Summer Institute participants valuable insights into the special training needs of working professionals and what they expect graduates of university level business programs to know and be able to do. A continuing dialogue between leaders of business and education is vital.

Weekend Workshops Ten weekend workshops hosted by institutions located throughout Ukraine are being planned for the Second quarter of 2001. Some trainings will focus on enhancing skills needed for teaching undergraduate business courses. Others will focus on consulting methods and the design and delivery of trainings designed for post-diploma studies and other trainings targeting working professionals and the business community.

Study Tour CEUME plans to send 6-8 representatives of Ukrainian educational institutions and one representative from the Ministry of Education and Science to visit CEEMAN headquarters and take part in an international conference being organized by this education association. Participants will learn specifics about CEEMAN, how it developed and operates, and what type of benefits they provide to member institutions and their faculties. The group will also learn about institutional “self-assessment” and accreditation processes.

Internships Five to 10 Ukrainian internships to Poland are being planned for the third quarter of 2001. Host institutions will include higher educational institutions located throughout Poland. Internships will provide opportunities to learn about assessment and evaluation tools and processes for institutions and individual programs. Research, creation of programs and departments, school governance and management, case studies, teaching methodologies and building relations with business are examples of other proposed topic areas.

Series of Roundtable Discussions for 3<sup>rd</sup> National Conference Roundtables leading to the 3<sup>rd</sup> Annual National Conference “Building Management Education in Ukraine” will continue during the 3<sup>rd</sup> quarter, reviewing the process, problems and successes experienced while working together to enrich the system of management education. During this process, participants will examine the creation of national standards for Ukrainian business education, and discuss the creation of an association or other sustainable organization that will facilitate continued cooperation and working towards shared goals.

A schedule of upcoming events is included as Appendix 13.

### **Key Expected Outcomes**

Course Creation and Delivery Ukrainian instructors will be provided new information and obtain necessary skills that will lead to improved delivery of courses and curriculum. An understanding of the special needs of working professionals will contribute to the creation of new programs and services.

Text and Materials Preparation for workshops will result in the development of additional materials needed by Ukrainian educators. Information and lists created will contribute to the effective implementation of the textbook and information distribution activity.

Internship Contributions Each of the sponsored internships will contribute significantly to the enhancement of business and management education in Ukraine. New courses, case studies, development of new teaching or research skills, adaptation of textbooks and the establishment of university cooperation agreements are examples.

## **Listing of the Report Appendixes**

### **CEUME Programs**

#### **METP**

- 1. Weekend Workshops: Schedule**
- 2. Weekend Workshops: Summaries**
- 3. Weekend Workshops: General Analysis of the Participants (by Functional Area and Gender)**

#### **MEPP**

- 4. Short-term Trainings for Administrators: Summaries**
- 5. Short-term Trainings for Administrators: General Analysis (regional coverage)**
- 6. Internships: Summaries**
- 7. Study Tour to Poland 2000: Summary of Intermediate Institutional Changes (6-month period)**
- 8. Study Tour to US 2000: Summary of Intermediate Institutional Changes (6-month period)**

#### **PBDB**

- 9. Texts and Materials: Distribution Listing**
- 10. Newsletter Issue #5**

### **Activity Measures and Impact**

- 11. Evidence of Programs' Impact**
  - 11a. Evidence of Program Impact, MEPP/METP**
  - 11b. Evidence of Program Impact, PBDP**
- 12. Participation statistics: Project – to Date; 2<sup>nd</sup> quarter 2001**

### **Upcoming Events**

- 13. Schedule of 3<sup>rd</sup> Quarter Activities**

**Appendix 1:**  
**Weekend Workshops: Schedule**

## **WEEKEND WORKSHOP SCHEDULE**

### **TRANSFORMATION/RESTRUCTURING OF ENTERPRISES**

*Oleksander Savruk, Oksana Schegelska*

*April 20-21-22 Kyiv*

*May 11-12-13 Dnipropetrovsk*

*May 25-26-27 Kharkiv*

### **HUMAN RESOURCES MANAGEMENT**

*Yuri Navruzov*

*May 4-5-6 Odessa*

*June 8-9-10 Dniporpetrovsk*

### **MANAGERIAL ACCOUNTING**

*Mykahilo Kolisnyk, Olena Petryk, Lubov Prokhorova*

*April 6-7-8 Dnipropetrovsk*

*April 20-21-22 Lviv*

*May 11-12-13 Kharkiv*

*June 2-3-4 Donetsk*

### **ORGANIZATIONAL DEVELOPMENT**

*Genadiy Kanischenko (Ukraine), Piotr Ploszajski  
(Poland)*

*April 27-28-29 Kyiv*

*May 11-12-13 Donetsk*

*June 8-9-10 Odessa*

*May 4-5-6 Zaporizzhya*

### **MARKETING**

*Pavlo Sheremeta, Olena Maltseva*

*April 20-21-22 Odessa*

*April 27-28-29 Ternopil*

### **MANAGING A SMALL BUSINESS**

*Ivanna Bakushevyh*

*May 18-19-20 Ivano-Frankivsk*

### **PUBLIC RELATIONS**

*Piotr Przytula (USA), Olena Maltseva (Ukraine)*

*May 11-12-13 Odessa*

*May 15-16 Simferopol*

*May 18-19-20 Kyiv*

*May 22-23 Donetsk*

*May 25-26-27 Dnipropterovsk*

*May 29-30 Kharkiv*

*June 2-3-4 Lviv*

**Appendix 2:**  
**Weekend Workshops: Summaries**



## ***KYIV REGION (Management Education and Training Center)***

### **WHAT WE OFFERED?**

<b>Name of seminar</b>	<b>TRANSFORMATION OF ENTERPRISES</b>
<b>Date(s) held</b>	<b>APRIL 20-21-22, 2001</b>
<b>Location</b>	Kyiv Mohyla Business School
<b>Name(s) of presenters</b>	Olexander Savruk (Ukrainian Center of Post Privatization Support of the Enterprises) and Oksana Schegelskaya (Ukrainian Center of Post-Privatization Support of the Enterprises)
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Basics of Transformation</li> <li>• New management principles and transformation</li> <li>• International transformation practice</li> <li>• Process management and re-engineering</li> <li>• Business and management indicators</li> </ul>
<b>Materials used (revision, additions)</b>	New materials, new cases
<b>Quality of accommodations, facilities and support from host institution:</b>	Good quality premises, multimedia projector, flipchart

### **WHO ATTENDED?**

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
1. Kyiv National Trade and Economics University	6	0	6
2. Kyiv Business School	3	0	3
3. European University of Finance, Information systems, management and Business	3	0	3
4. Shevchenko National University	2	1	3
5. International Institute of Business	0	2	2
6. International Scientific and Technical Institute	1	0	1
7. NTU "Kyiv Polytechnic Institute"	2	0	2
8. Kyiv National Economic University	2	0	2
9. Kyiv Mohyla Academy	0	1	1
10. Zhytomir Engineering and Technological Institute	1	1	2
11. Business Representatives	2	10	12
<b>TOTAL PARTICIPANTS</b>	<b>22</b>	<b>15</b>	<b>37</b>
<b>Average age and number of years of teaching experience</b>	Average age 35-41 Number of years of teaching 5-11		
<b>Participants responses to materials and instructions</b>	There were 20 individuals surveyed out of 37 participants (54% sample coverage). On average participants evaluated usefulness of seminar on 5 scale basis to be <b>4.4</b>		
<b>Assessments of the participants</b>	<p>The instructors of the seminar were assessed on 7 scale basis with 8 different criterion including</p> <p><b>Olexander Savruk</b></p> <p>Knowledge of the subject taught      <b>6.7</b></p> <p>Presentation skills                      <b>6.4</b></p> <p>Use of interactive methods           <b>6.5</b></p> <p>Ability to work with the audience    <b>6.6</b></p> <p>How interesting the instructor        <b>6.4</b></p> <p>was able to present the material</p> <p>How well the topic/content of the    <b>6.7</b></p> <p>seminar delivered by the instructor</p> <p><b>Oksana Schegelskaya</b></p> <p>Knowledge of the subject taught      <b>6.5</b></p> <p>Presentation skills                      <b>6.4</b></p> <p>Use of interactive methods           <b>6.4</b></p> <p>Ability to work with the audience    <b>6.5</b></p> <p>How interesting the instructor        <b>6.5</b></p> <p>was able to present the material</p> <p>How well the topic/content of the    <b>6.5</b></p> <p>seminar delivered by the instructor</p>		
<b>Consequences of the seminar and remarks</b>	18 out of 20 individuals surveyed (90%) would recommend attending the seminar to their colleagues.		

## WHAT WE OFFERED?

<b>Name of seminar</b>	<b>ORGANIZATIONAL DEVELOPMENT</b>
<b>Date(s) held</b>	<b>APRIL 27-29, 2001</b>
<b>Location</b>	Kyiv Institute for Investment Management
<b>Name(s) of presenters</b>	Piotr Plosziaskiy (Warsaw School of Economics), Genadiy Kanischenko (Kyiv Business School)
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Leadership in the new economy</li> <li>• Management and manipulation</li> <li>• Internet Economy</li> <li>• Paradoxes of organizational design</li> <li>• Organization of the future</li> <li>• Management of changes</li> </ul>
<b>Materials used (revision, additions)</b>	New materials, new cases
<b>Quality of accommodations, facilities and support from host institution:</b>	Good quality premises, multimedia projector, flipchart

## WHO ATTENDED?

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
1. Kyiv National University "Polytechnic Institute"	3	0	3
2. Azov Regional Institute for Management	1	1	2
3. Poltava Agricultural University	0	1	1
4. Zhytomir Branch of European University of Business, Management and Finance	3	0	3
5. Kyiv National Trade and Economics University	5	1	6
6. European University of Business, Management and Finance	1	0	1
7. Kyiv Institute for Business and Technology	2	0	2
8. Kyiv National Economic University	1	0	1
9. Interregional Center for Training Dismissed Military Officers	1	1	2
10. Institute for Entrepreneurship, Management and Advertisement	1	0	1
11. Kyiv National Pedagogical University	1	0	1
12. Businesses	5	3	8
<b>TOTAL PARTICIPANTS</b>	<b>24</b>	<b>7</b>	<b>31</b>
<b>Average age and number of years of teaching experience</b>	Average age 35-41 Number of years of teaching 3-6		
<b>Participants responses to materials and instructions</b>	<p>There were 17 individuals surveyed, and on the 1 to 5 scale materials were assessed as follows:</p> <p>Usefulness of the materials for teaching on average was scored <b>4.5</b>.</p> <p>Usefulness of the materials for the scientific work and research on average was assessed <b>4.17</b>.</p> <p>Adaptability of the materials to the Ukrainian conditions (were cases and examples presented foreign or based on local practice) on the 1 to 5 scale was on average scored <b>5.47</b>.</p>		

<b>Assessments of the participants</b>	<p>The instructors of the seminar were assessed with 6 different criterion such as</p> <p><b>Piotr Ploszaickiy</b></p> <p>Knowledge of the subject taught      <b>4.9</b></p> <p>Presentation skills                              <b>4.7</b></p> <p>Use of interactive methods                      <b>4.5</b></p> <p>Ability to work with the audience              <b>4.8</b></p> <p>How interesting the instructor was able to present the material              <b>4.9</b></p> <p>How well the topic/content of the seminar delivered by the instructor              <b>4.6</b></p> <p><b>Genadiy Kanischenko</b></p> <p>Knowledge of the subject taught              <b>4.8</b></p> <p>Presentation skills                              <b>4.5</b></p> <p>Use of interactive methods                      <b>4.5</b></p> <p>Ability to work with the audience              <b>4.75</b></p> <p>How interesting the instructor was able to present the material              <b>4.5</b></p> <p>How well the topic/content of the seminar delivered by the instructor              <b>4.4</b></p>
<b>Consequences of the seminar and remarks</b>	15 out of 17 (88%) responders would recommend attending the seminar to their colleagues.

## WHAT WE OFFERED?

<b>Name of seminar</b>	<b>PUBLIC RELATIONS</b>
<b>Date(s) held</b>	<b>MAY 18-19-20, 2001</b>
<b>Location</b>	Kyiv Mohyla Business School
<b>Name(s) of presenters</b>	Piotr Przytula (St. Cloud University) and Olena Maltseva (Kyiv Mohyla Business School)
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• PR and its models</li> <li>• PR and local companies</li> <li>• PR process</li> <li>• Internal communications</li> <li>• Media relations</li> </ul>
<b>Materials used (revision, additions)</b>	New materials, new cases
<b>Quality of accommodations, facilities and support from host institution:</b>	Good quality premises, multimedia projector, flipchart

## WHO ATTENDED?

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
1. Kyiv National Trade and Economics University	11	1	12
2. ISP Ukrnet (Business)	0	1	1
3. Creative Center Counterpart (NGO)	1	0	1
4. KP Publications	1	0	1
5. National Technical University "Kyiv Polytechnic Institute"	2	1	3
6. Kyiv National University	2	0	2
7. Ukrainian Academy for External Trade	0	1	1
8. Kyiv National University of Culture and Art	1	0	1
9. Ukrainian Educational Market Reform Program (UMREP) (NGO)	2	0	2
10. Kyiv Institute for Business and Technology	0	1	1
11. Kyiv National Economic University	2	1	3
12. International Institute of Business	1	0	1
13. Zhytomir Branch of European Institute of Finance Business and Management	1	0	1
14. National University "Kyiv-Mohyla Academy"	1	0	1
<b>TOTAL PARTICIPANTS</b>	<b>25</b>	<b>6</b>	<b>31</b>
<b>Average age and number of years of teaching experience</b>	Average age 35-41 Number of years of teaching 5-11		

<b>Participants responses to materials and instructions</b>	<p>There were 29 individuals surveyed out of 38 participants (76% sample coverage). The seminar in general was evaluated according to the following criteria on 5 scale basis:</p> <p>Usefulness of the materials <b>4.82</b></p> <p>Seminar was informative <b>4.48</b></p> <p>Newness of the material taught <b>4.13</b></p> <p>How interesting the topic was taught by the instructor <b>4.82</b></p> <p>Usefulness of the materials for teaching <b>3.89</b></p> <p>Usefulness of the materials for the scientific work and research <b>4.55</b></p> <p>Adaptability of the materials to the local conditions <b>4.51</b></p> <p>Quality of the handout materials <b>4.75</b></p>
<b>Assessments of the participants</b>	<p>The instructors of the seminar were assessed with 6 different criterion such as</p> <p><b>Piotr Przytula</b></p> <p>Knowledge of the subject taught <b>4.9</b></p> <p>Presentation skills <b>4.7</b></p> <p>Use of interactive methods <b>4.4</b></p> <p>Ability to work with the audience <b>4.7</b></p> <p>How interesting the instructor was able to present the material <b>4.8</b></p> <p>How well the topic/content of the seminar delivered by the instructor <b>4.7</b></p> <p><b>Olena Maltseva</b></p> <p>Knowledge of the subject taught <b>4.6</b></p> <p>Presentation skills <b>4.5</b></p> <p>Use of interactive methods <b>4.4</b></p> <p>Ability to work with the audience <b>4.75</b></p> <p>How interesting the instructor was able to present the material <b>4.5</b></p> <p>How well the topic/content of the seminar delivered by the instructor <b>4.5</b></p>
<b>Consequences of the seminar and remarks</b>	<p>29 out of 29 individuals surveyed (100%) would recommend attending the seminar to their colleagues.</p>

## ***CENTRAL REGION (Dnipropetrovsk Regional Office)***

### **WHAT WE OFFERED?**

<b>Name of seminar</b>	MANAGERIAL ACCOUNTING
<b>Date(s) held</b>	April 6-8, 2001
<b>Location</b>	National Mining Academy of Ukraine
<b>Name(s) of presenters</b>	Mikhailo Kolisnyk (LIM), Lubov Prohorova (Kyiv), Olena Petrik (Kiev National Economic University)
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Introduction to managerial information.</li> <li>• Classification and expenses analysis</li> <li>• Distribution and utilization of invoice expenses.</li> <li>• Principles and methods of calculation of profits and expenses.</li> <li>• Analyses of inter-relations: expenses – productivity – profit.</li> <li>• Relevant information and decision making.</li> <li>• Analyses of decision-making as for long-term investments.</li> <li>• Budget planning and control.</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	<p>Host Institution (new partner) – National Mining Academy of Ukraine.</p> <p>Excellent facilities – medium-size classroom next to Business Center where Regional Representation office is presently located. The Academy also provided the assistant from its staff who supervised and helped while preparing and holding the training.</p> <p>Very good accommodation in a large hotel “Dnipropetrovsk” in the center of the city - for participants from the region (9 participants – 45%)</p>

### **WHO ATTENDED?**

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Dnipropetrovsk Financial-Economic Institute	4	0	4
Azov Regional Institute of Management	1	1	2
Nikopol Institute of Management, Business and Law	2		2
Zhovty Vody Institute of Entrepreneurship	1	1	2
Pridneprovska Academy of Building and Architecture	4	2	6
National Mining Academy of Ukraine, Dnipropetrovsk	2	1	3
Dnipropetrovsk State University	3	0	3
Dnipropetrovsk Chemical Technological University	1		1
Dnipropetrovsk Academy of Management, Business and Law	1	1	2
Tavria National University	1		1
National Metallurgical Academy of Ukraine, Dnipropetrovsk		1	1
<b>Business: Private clinics</b>		<b>1</b>	<b>1</b>
<b>Souz-Viktan, Simferopol</b>		<b>1</b>	<b>1</b>
<b>NGO “Computer elite”, Krivoy Rog</b>		<b>1</b>	<b>1</b>
<b>TOTAL PARTICIPANTS</b>	<b>20</b>	<b>10</b>	<b>30</b>
<b>Average age and number of years of teaching experience</b>	<p>Average age – 32-38</p> <p>Teaching (working) experience 10-12 years</p>		

<b>Participants responses to materials and instructions (7-point rating scale)</b>	<p>Professors: Michailo Kolisnyk</p> <ul style="list-style-type: none"> <li>Teaching skills – “7” – 18 people, “6” – 1, “5” – 1</li> <li>Subject knowledge- “7” – 19 people, “6” – 2 people</li> <li>Material introduction and discussion – “7” – 18 participants, “6” – 3</li> <li>Respect to the audience – “7” – 17, “6” – 3</li> <li>Comfortable environment – “7” – 18, “6” – 2, “4” – 1</li> <li>Group method effectiveness – “7” – 17, “6” – 2, “5” – 1, “4” – 1</li> <li>Satisfaction – “7” – 17, “6” – 4.</li> </ul> <p>Professors: Elena Petrik</p> <ul style="list-style-type: none"> <li>Teaching skills – “7” – 6 people, “6” – 8, “5” – 5, “4” – 3</li> <li>Subject knowledge- “7” – 10 people, “6” – 3 people, “5” – 4, “4” – 5</li> <li>Material introduction and discussion – “5” – 3 participants, “4” – 9, “3” – 7, “2” – 3</li> <li>Respect to the audience – “7” – 9, “6” – 5, “5” – 5, “4” – 2, “3” – 1</li> <li>Comfortable environment – “7” – 4, “6” – 8, “5” – 4, “4” – 6</li> <li>Group method effectiveness – “7” – 3, “6” – 9, “5” – 5, “4” – 5</li> <li>Satisfaction – “7” – 4, “6” – 8, “5” – 6, “4” – 3, “3” – 1.</li> </ul> <p>Professors: Lubov Prohorova</p> <ul style="list-style-type: none"> <li>Teaching skills – “7” – 20 people, “6” – 2, “5” – 2</li> <li>Subject knowledge- “7” – 19 people, “6” – 3 people</li> <li>Material introduction and discussion – “5” – 14 participants, “4” – 5, “3” – 1</li> <li>Respect to the audience – “7” – 17, “6” – 5</li> <li>Comfortable environment – “7” – 17, “6” – 4, “5” – 1</li> <li>Group method effectiveness – “7” – 17, “6” – 3, “5” – 2</li> <li>Satisfaction – “7” – 17, “6” – 3, “5” – 2.</li> </ul>
<b>Assessments of the participants</b>	<p><b>Main purpose of the seminar</b> – 12 out of 30 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 11 people it was “knowledge strengthening” and 3 students considered it to be “the possibility to exchange ideas and meet colleagues”.</p> <p><b>Seminar effectiveness</b> – 10 people marked this point as “5” (very effective), 10 as “4” (effective), 2 person as “3” (average).</p> <p><b>Usefulness in</b> – 15 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 6 – that the seminar has developed and improved their status, 2 participants considered the seminar helpful for their future work, and for 7 people it was a great possibility to meet colleagues and exchange ideas.</p> <p><b>Participation characteristic</b> – 5 people pointed out that they listened to the lecture given by professors and 9 that they were among others participated in the discussions, 7 people asked for further explanation, and 3 responded while being asked by the instructor.</p> <p><b>Materials</b> – 6 participants agreed that materials were quite new but comprehensive, but most (14) had an opinion that the materials were a good mix of old and new stuff, however, 3 people indicated that the material was the one they already knew..</p>
<b>Consequences of the seminar and remarks</b>	<p>In the “comments and remarks” section participants said that the subject of the seminar was quite useful. However, they indicated the need in conducting other related seminars, for example “Audit”, as there is a lot of information given on one seminar and little time. They would also like to have more hand-outs, with wider usage of case studies.</p>

## WHAT WE OFFERED?

<b>Name of seminar</b>	CBO: TRANSFORMATION\RESTRUCTURING ENTERPRISES (BUSINESS\PROFESSORS)
<b>Date(s) held</b>	May 11-13, 2001
<b>Location</b>	Dnipropetrovsk, National Mining Academy of Ukraine
<b>Name(s) of presenters</b>	Alexander Savruk – Ukrainian Center for Post Privatization Support (UCPPS) Oksana Schegelska – UCPPS
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>Basic concepts of transformation/restructuring enterprises</li> <li>Need in changes (case use)</li> <li>Transformation as implementation of new management principles.</li> <li>World experience in transformation</li> <li>Methodology of transformation</li> <li>Indicators system implementation in enterprise’s development process.</li> </ul> <p>6 cases were used to illustrate the above mentioned topics.</p>

<b>Quality of accommodations, facilities and support from host institution</b>	Host Institution (partner) – National Mining Academy of Ukraine. Excellent facilities – large, comfortable, well-equipped seminar room with overhead, flip-chart and a room for coffee-breaks and group work located in the same premises as local CEUME office.. Friendly administration (Dean, Alexander Sharov) was very helpful while preparing and conducting the workshop.
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#### WHO ATTENDED?

ORGANIZATIONS PRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
CB “Privat-Bank”		1	1	2
Concern “Regions of Ukraine”			1	1
Bank “Aval”		1		1
Marketing group			1	1
OOO Avito		1		1
National Mining Academy of Ukraine			2	2
Kirovograd Institute of Commerce			1	1
Poltava State Agricultural Institute		1	1	2
Dnipropetrovsk Academy of Management, Business and Law		1	1	2
Dnipropetrovsk State University		1		1
National Metallurgical Academy of Ukraine			1	1
IFC Business Center			1	1
NGOs “Center for Educational Innovations”			1	1
<b>TOTAL PARTICIPANTS</b>		<b>6</b>	<b>11</b>	<b>17</b>
<b>Average age and number of years of teaching experience</b>	Average age – 28-35 Working experience 5- 10 years			
<b>Participants responses to materials and instructions</b>	<p>Professors: Alexander Savruk</p> <ul style="list-style-type: none"> <li>Teaching skills – “7” (excellent) – 14 people, “6” (very good) –3</li> <li>Subject knowledge- “7” – 16 people, “6” – 1 people</li> <li>Material introduction and discussion – “7” – 9 participants, “6” – 5, “5” – 2</li> <li>Respect to the audience – “7” – 12, “6” – 5</li> <li>Comfortable environment – “7” – 10, “6” – 6</li> <li>Group method effectiveness – “7” – 6, “6” – 5, “5” – 4</li> <li>Satisfaction – “7” – 10, “6” – 4, “5” – 3</li> </ul> <p>Professors: Oksana Schegelska</p> <ul style="list-style-type: none"> <li>Teaching skills – “7” (excellent) – 11 people, “6” (very good) –5</li> <li>Subject knowledge- “7” – 12 people, “6” – 5 people</li> <li>Material introduction and discussion – “7” – 8 participants, “6” – 4, “5” –4</li> <li>Respect to the audience – “7” – 12, “6” – 4</li> <li>Comfortable environment – “7” – 16</li> <li>Group method effectiveness – “7” – 8, “6” – 5, “5” – 3</li> <li>Satisfaction – “7” – 10, “6” – 5, “5” – 2.</li> </ul>			
<b>Assessments of the participants</b>	<p><b>Main purpose of the seminar</b> – 11 out of 17 participants consider the main topic to be “the introduction of new ideas and methods of teaching”, for 6 people it was “knowledge strengthening”.</p> <p><b>Seminar effectiveness</b> – 10 people marked this point as “5” (very effective), 4 as “4” (effective), 2 persons as “3” (average).</p> <p><b>Usefulness in</b> – 7 people replied that the usefulness of the seminar was in materials and hand-out which will later help in teaching the subject, 3 – that the seminar has developed and improved their status, for 7 people it was a great possibility to meet colleagues and exchange ideas.</p> <p><b>Participation characteristic</b> – 6 people pointed out that they listened to the lecture given by professors and 5 that they were among others participated in the discussions, 2 people asked for further explanation, 5 were among the very active students.</p> <p><b>Materials</b> – most participants (14) agree that materials were quite new but comprehensive, others had an opinion that the materials were a good mix of old and new information.</p>			
<b>Consequences of the seminar and remarks</b>	In the “comments and remarks” section participants said that the subject of the seminar is extremely useful and there is a great need in up-to-date information among businessmen because of the wide usage of practical materials. Some people marked that they would like to see materials, especially cases before seminar in order not to waste time. Some people considered that due to the holidays the participation of interested people was not full.			

## WHAT WE OFFERED?

<b>Name of seminar</b>	PUBLIC RELATIONS
<b>Date(s) held</b>	May 25-27, 2001
<b>Location</b>	Dnipropetrovsk, Pridneprovska Academy of Architecture and Civil Engineering (CEUME partner institution)
<b>Name(s) of presenters</b>	Olena Maltseva – Kiev-Mohyla Business School Piotr Przhytula – St. Claud University, Minnesota
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• PR definition and their role in marketing communications.</li> <li>• PR related problems.</li> <li>• Basic principles of communication and customers' behavior, their relations to PR.</li> <li>• Communications and civil thought. PR as manager's function.</li> <li>• Strategic management of PR.</li> <li>• Planning, programming and implementation of long- and short-term PR campaigns.</li> <li>• Relations with mass-media.</li> <li>• Written PR tools (press-releases, brochures, newsletter)</li> <li>• Communication with different types of audience\ societies.</li> <li>• Crisis management and PR opportunities.</li> <li>• PR campaigns and programs evaluation.</li> <li>• Presentations of cases based on polish and American experience.</li> <li>• Video-presentations.</li> </ul>
<b>Quality of accommodations, facilities and support from host institution</b>	<p>Host Institution (CEUME partner) – Pridneprovska Academy of Civil Engineering and Architecture.</p> <p>Excellent facilities – large, comfortable, well-equipped mini-conference room with overhead, blackboard, acoustic system and attached room for coffee-breaks. Friendly staff and active participants of Management Department were very helpful while preparing and conducting the workshop.</p> <p>Double-room accommodation in the hotel "Dnipropetrovsk", breakfasts included were provided for 7 professors from 4 partner-institutions.</p>

## WHO ATTENDED?

<b>ORGANIZATIONS PRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Business Community			
Ltd V.I.F.	1	1	2
Joint-stock company Oil-extraction plant	1		1
Company "Pilot"	1		1
Ltd "Avito"		1	1
Stock company "Regions of Ukraine"	1		1
Grand hotel "Ukraine"	1		1
Center for economic education	1		1
Scientific-production firm "Interpipe"	1		1
Professors			
National Mining University of Ukraine		1	1
Dniporpetrovsk National University	5		5
Kirovograd Institute of Commerce		1	1
Pridneprovska Academy of Civil Engineering and Architecture	2	2	4
Poltava State Agricultural University	1		1
Nikopol Institute of Management, Business and Law	1		1
Yalta Institute of Commerce	1		1
Zaporizhzhya State Technical University	2		2
Institute of Entrepreneurship "Strategy"	1	1	2
<b>NGOs AIESEC</b>	<b>1</b>		<b>1</b>
<b>TOTAL PARTICIPANTS</b>	<b>22</b>	<b>7</b>	<b>29</b>
<b>Average age and number of years of teaching experience</b>	Average age – 30-38 Working experience 8- 15 years		



<b>Participants responses to materials and instructions</b>	<p>Professors: Olena Maltseva</p> <ul style="list-style-type: none"> <li>Teaching skills – “5” (excellent) – 24 people, “4” (very good) – 4, “2” – 1</li> <li>Subject knowledge- “5” – 26 people, “4” – 2 people, “2” – 1</li> <li>Material introduction and discussion – “5” – 21 participants, “4” – 7, “3” – 1</li> <li>Respect to the audience – “5” – 21, “4” – 7, “2” – 1</li> <li>Group method effectiveness – “5” – 20, “4” – 8, “2” – 1</li> <li>Satisfaction – “5” – 21, “4” – 6, “3” – 2.</li> </ul> <p>Professors: Piotr Przhytula</p> <ul style="list-style-type: none"> <li>Teaching skills – “5” (excellent) – 24 people, “4” (very good) – 5</li> <li>Subject knowledge- “5” – 27 people, “4” – 2 people</li> <li>Material introduction and discussion – “5” – 24 participants, “4” – 3, “3” – 2</li> <li>Audience attention – “5” – 23, “4” – 5, “3” – 1</li> <li>Group and interactive method effectiveness – “5” – 19, “4” – 8, “3” – 2</li> <li>Satisfaction – “5” – 17, “4” – 11, “3” – 1.</li> </ul>
<b>Assessments of the participants</b>	<p><b>Seminar effectiveness</b> – “5” (excellent) – 20, “4” (good) – 7 people, “3” – average – 1 and “2” (non-satisfactory) – 1 person.</p> <p><b>Information effectiveness</b> – 14 people marked this point as “5” (very effective), 10 as “4” (effective), 3 persons as “3” (average) and 2 as not very effective.</p> <p><b>New technologies implementation</b> – half of participants (16) thought that there were a lot of opportunities to use new, up-to-date technologies which was successfully used while presentations, and 10 suggested that the usage could be enlarged and improved.</p> <p><b>Materials (quality and comprehensiveness)</b> – most participants (18) agree that materials were quite new but comprehensive, others had an opinion that the materials were a good mix of old and new stuff, however being useful in both scientific, teaching and working experience (12\7\10 respectively).</p>
<b>Consequences of the seminar and remarks</b>	In the “comments and remarks” section participants mostly (26 out 29 people) said that they would recommend the seminar for their colleagues.

## WHAT WE OFFERED?

<b>Name of seminar</b>	CBO HUMAN RESOURCE MANAGEMENT (BUSINESS\PROFESSORS)
<b>Date(s) held</b>	June 8-10, 2001
<b>Location</b>	Dnipropetrovsk, National Mining Academy of Ukraine
<b>Name(s) of presenters</b>	Yuri Navruzov – Kiev-Mohyla Business School
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>Three key questions of system leadership in organizations.</li> </ul> <p><b>First Question:</b> Do we really have an influence on those we choose?</p> <ul style="list-style-type: none"> <li>Answers from world business leaders.</li> <li>Alfa and omega of personnel management: what constitutes the system?</li> </ul> <p><b>Five steps that lead to success in personnel management</b></p> <ul style="list-style-type: none"> <li>Modern researches results.</li> <li>How can we motivate personnel to widen knowledge in organization?</li> <li>Creation of genuine ideas: physics of the process.</li> <li>Corporate knowledge and compatibility of organization.</li> </ul> <p><b>System of knowledge management: cases</b></p> <p><b>What should be the basis of leadership system in organization?</b></p> <p><b>How to find tools for successful strategy in human resources management?</b></p>
<b>Quality of accommodations, facilities and support from host institution</b>	<p>Host Institution (partner) – National Mining Academy of Ukraine.</p> <p>Excellent facilities – large, comfortable, well-equipped seminar room with overhead, flip-chart and a room for coffee-breaks and group work located in the same premises as local CEUME office.</p>

## WHO ATTENDED?

<b>ORGANIZATIONS PRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
<b>Business Community</b>			
Ltd Vesna-print	1	1	2
PE Mobil – Astral	1		1
Ltd “Techservice”	1		1
“Shapkin”		1	1
Ltd Agrofarm	1		1
Ukrainian Land and Resource Management Center	1		1
<b>Professors</b>			
Dnipropetrovsk National University	1	2	3
Dniporpetrovsk Academy of Management, Business and Law	1		1

Cherkassy State University	2		2
Pridneprovska Academy of Building and Architecture		1	2
NGOs “Computer elite club”		1	1
<b>TOTAL PARTICIPANTS</b>	<b>9</b>	<b>6</b>	<b>15</b>
<b>Average age and number of years of teaching experience</b>	Average age – 28-35 Working experience 5- 10 years		
<b>Participants responses to materials and instructions</b>	Professors: Yuri Navruzov <ul style="list-style-type: none"> <li>Teaching skills – “5” (excellent) – 4 people, “4” (very good) –6, “3”(good) – 1</li> <li>Subject knowledge- “5” – 7 people, “6” – 4 people</li> <li>Material introduction and discussion – “5” – 4 participants, “4” – 7, “3” – 2</li> <li>Material presentation – “5” – 5, “4” – 6, “3”-2</li> <li>Group method effectiveness – “5” – 5, “4” – 6, “3” – 2</li> <li>Satisfaction – “5” – 4, “4” – 7, “3” – 3.</li> </ul>		
<b>Assessments of the participants</b>	<b>Main purpose</b> – most of participants (9) agreed that the purpose was the introduction of new ideas and tool, for 4 people the seminar became a good opportunity to meet colleagues and exchange ideas. <b>Seminar effectiveness</b> – “5” (excellent) – 10 , “4” (good) –5 people. <b>Information effectiveness</b> – 4 people marked this point as “5” (very effective), 7 as “4” (effective), 4 persons as “3” (average) . <b>New technologies implementation</b> –10 participants suggested that the usage could be enlarged and improved. <b>Materials (quality and comprehensiveness)</b> – most participants (8) agree that materials were quite new but comprehensive, others had an opinion that the materials were something already known.		
<b>Consequences of the seminar and remarks</b>	In the “comments and remarks” section participants said that there was some lack practical examples and too much of theory. Moreover, they would also like to get an opportunity to discuss more local Ukrainian cases and even get extra time for discussing their own problems among colleagues. More attention should also be paid to analysis. There is also a need in more precise program which would be followed while conducting the workshop.		

## ***EASTERN REGION (Kharkiv Regional Office)***

### **WHAT WE OFFERED?**

Name of seminar	<b>Managerial Accounting</b>
Date(s) held	<b>May 11-13, 2001</b>
Location	Kharkiv National University
Name(s) of presenters	Prohorova Lubov Petrik Olena Kolysnik Myhailo
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Major basic accounting principles</li> <li>• Accounting statement structure in condition of new national standards</li> <li>• Accounts receivable structure and bad debt reserves</li> <li>• Equities and liabilities. Equity appraisal</li> <li>• Fixed assets accounting principles</li> <li>• LIFO and FIFO liquidation methods</li> <li>• Long term investments accounting principles</li> <li>• Financial ratio analysis</li> </ul>
<b>Materials used (revision, additions)</b>	<p>During the seminar were used:</p> <ul style="list-style-type: none"> <li>• “Managerial accounting: tests and practical cases” Manual, prepared by trainers;</li> <li>• Cases;</li> <li>• Handouts ;</li> <li>• Copies;</li> <li>• 2 units X 3,5 disks presentation materials</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	The seminar was held on the basis of Kharkiv National University. The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.
<b>Average age and number of years of teaching experience</b>	<p>All participants of the seminar have teaching experience in university:</p> <ul style="list-style-type: none"> <li>• 11 people (or 35 %) – young teachers, who have 1-6 years of working experience;</li> <li>• 8 people (or 29 %) – teachers, who have 7-15 years of working</li> <li>• 12 people (or 36 %) – experienced teachers, who have 16-30 years of working experience and who able to transfer obtained during the seminar information and methodic to young teachers their faculties and departments.</li> </ul>
<b>Participants responses to materials and instructions</b>	<p style="text-align: center;"><b>Participants responses to materials and instructions</b></p> <p>The materials, which were handed out, are very useful and helpful.</p> <ul style="list-style-type: none"> <li>• 29 people (out of 31 or 93,5%) noticed that handouts had known material as well as new materials.</li> <li>• 31 people (out of 32 or 96,8 %) noticed that mainly new information was given, but it was given in comprehensive way.</li> <li>• 23 people (out of 30 or 76,6%) pointed out the usefulness of handout for scientific researches.</li> <li>• 30 people (out of 31 or 96,7%) pointed out the usefulness of handout for teaching.</li> <li>• 25 people (out of 31 or 80,6%) pointed out the possibility of usage of new technologies in educational process</li> </ul> <p>The participants of the seminar pointed out all the instructors are highly qualified specialists. Kolysnik Myhailo received 4.6 average score, Prohorova Lubov- 4.56 and Petrik Olena received average score of 4.0</p>
<b>Assessments of the participants</b>	<p>From 31 of the seminar participants:</p> <ul style="list-style-type: none"> <li>• 22 (70,9%) participants pointed that seminar was very useful for them;</li> <li>• 25 (80,6%) participants received new information;</li> <li>• 24 (77,4%) participants would recommend this seminar to their colleagues.</li> <li>• Seminar was conducted on very high level.</li> <li>• To much information – in a short time.</li> </ul> <p>Participation in the seminars gives huge incentive to self-development and to curriculum enhancement.</p>

<b>Consequences of the seminar and remarks</b>	The seminar was interesting. Exposed materials could be used for study process. Needed more hand-outs.
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#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
<b>1. PARTNERS OF CEUME</b>	<b>18</b>	<b>8</b>	<b>26</b>
• Kharkiv National University	0	1	1
• Kharkiv State Municipal Economy Academy	2	2	4
• Kharkiv State Economic University	5	2	7
• Kharkiv State Polytechnic University	7	2	9
• Kharkiv Institute of Business and Management	2	1	3
• KhHI "People's Ukrainian Academy"	2	0	2
<b>2. Other participants institutions</b>	<b>2</b>	<b>3</b>	<b>5</b>
• Kharkiv State Pedagogical University	1	0	1
• Kharkiv Academy of Technology and Organization of Food	0	1	1
• National University of Internal Affairs	0	2	2
• National Aerospace University "KhAI"	1	0	1
<b>3. NGO</b>	<b>0</b>	<b>0</b>	<b>1</b>
• Kharkiv Center for Economic Education	0	1	1
<b>4. Business Centers / Business</b>	<b>2</b>	<b>1</b>	<b>3</b>
• Kharkiv Regional Educational Center	1	0	1
• Consulting company «TOR»	1	1	2
<b>TOTAL PARTICIPANTS</b>	<b>22</b>	<b>13</b>	<b>35</b>

#### WHAT WE OFFERED?

Name of seminar	Transformation/Restructuring of Enterprises (b/t)
Date(s) held	<b>May 25-27, 2001</b>
Location	Kharkiv National University
Name(s) of presenters	Aleksander Savruk, Oksana Shegelskaya
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Transformation as implementation of new managerial principles;</li> <li>• World experience of transformation ways;</li> <li>• Transformation methodology;</li> <li>• Shift to process management</li> <li>• Re- engineering of business processes</li> <li>• Implementation of company development system of indicators</li> </ul>
<b>Materials used (revision, additions)</b>	During the seminar were used: <ul style="list-style-type: none"> <li>• Manual, prepared by trainers;</li> <li>• 2 units X 3,5 disks presentation materials</li> <li>• CD-disks ("Ukrainian enterprises: ways to success" (directions for restructuring)</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	The seminar was held on the basis of Kharkiv National University. The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.
<b>Average age and number of years of teaching experience</b>	Among 31 participants of the seminars: <ul style="list-style-type: none"> <li>• 5 participants (16.1 %) – they are teachers in the age from 18 up to 50. They are most perspective teachers who have real possibility to transfer new ideas and methodic offered by CEUME instructors.</li> </ul> 9 participants (83.9 %) – they are businessmen.

<b>Participants responses to materials and instructions</b>	<p>The materials, which were handed out, are very useful and helpful.</p> <ul style="list-style-type: none"> <li>• 21 people (from 21 people or 21%) noticed that handouts had known material as well as new materials.</li> <li>• 19 people (from 19 or 100%) noticed that mainly new information was given, but it was given in comprehensive way.</li> <li>• 17 people (out of 17) pointed out the usefulness of handout for scientific researches.</li> <li>• 17 people (out of 17) pointed out the usefulness of handout for teaching.</li> <li>• 20 people (out of 20) pointed out the possibility of usage of new technologies in educational process</li> </ul> <p>The participants of the seminar pointed out the instructor Savruk O. is highly qualified specialist. Savruk received 4,76 average score (5 is maximum, where the score consists of 6 elements, measuring professional knowledge and instructor's skills). Shegelskaya received average score of 4,69</p>
<b>Assessments of the participants</b>	<p>From 31 of the seminar participants:</p> <ul style="list-style-type: none"> <li>• 19 (from 21 or 90,4) participants received new information</li> <li>• 21 people (from 21 or 100 %) pointed out that the seminar was useful for them</li> <li>• 18 (94,7%) participants would recommend this seminar to their colleagues</li> </ul>
<b>Consequences of the seminar and remarks</b>	<p>The seminar was interesting. Distributed materials could be used in study process. Overall judgment about the seminar might be expressed in standpoints of some participants of the seminar:</p> <ul style="list-style-type: none"> <li>• And in future conduct such interesting, informative seminars for both teachers and business people, because there is nothing more important than knowledge</li> <li>• One of the brilliant seminars from the standpoint of connection with Ukrainian realities from one side (with perfect knowledge of practice) and demonstration of modern achievements of theory and practice of management.</li> </ul> <p>It was very interesting information with real cases of companies in Ukraine and foreign companies as well as opportunity to increase knowledge, obtain cases, new ideas and teaching methodic, to talk with practical people.</p>

#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
<b>PARTNERS OF CEUME</b>	<b>2</b>	<b>2</b>	<b>4</b>
• Kharkiv National University	2	0	2
• Kharkiv State Municipal Economy Academy	0	0	0
• Kharkiv State Economic University	0	1	1
• Kharkiv State Polytechnic University	0	0	0
• Kharkiv Institute of Business and Management	0	1	1
• KhHI "People's Ukrainian Academy"	0	0	0
5. Other participants institutions	<b>1</b>	<b>1</b>	<b>2</b>
• Kharkiv branch "Ukrainian Banking Academy"	1	0	1
• Kharkiv State Academy of Culture	0	1	1
6. NGO	<b>1</b>	<b>0</b>	<b>1</b>
7. Business Centers / Business	<b>10</b>	<b>14</b>	<b>24</b>
• Kharkiv business center	2	0	2
• "Oblvirobtorg" Ltd.	0	1	1
• "Euromart Kharkiv" company	2	0	2
• Joint-stock company "Velton-Fond"	0	1	1
• "Mariupolskiy metallurgicheskii kombinat" corporation	0	1	1
• "Luganskiy mashinostroitelnyy zavod" closed corporation	0	1	1
• International Financial corporation	1	3	4
• Service center "TOT"	1	0	1
• Partnership "Konditerskaya fabrika "Lagoda"	0	1	1
• "Zemelny Bank" bank	0	1	1
• "Kharkov-Gas" company	0	3	3
• "Overyanova" company	1	0	1
• "Lukinova" entrepreneur	1	0	1
• "Serso" Ltd.	1	0	1
• "Tehna" Ltd.	0	1	1
• "RDK-service" company	1	0	1
• VAT im. Frunze	0	1	1
<b>TOTAL PARTICIPANTS</b>	<b>14</b>	<b>17</b>	<b>31</b>

## WHAT WE OFFERED?

Name of seminar	<b>Basics of Public Relations</b>
Date(s) held	<b>May 29-30, 2001</b>
Location	Kharkiv National University
Name(s) of presenters	Piotr Przytula, Olena Malceva
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• PR definition and their role in communications;</li> <li>• Basics of communications and consumer's behavior;</li> <li>• Strategic management of PR;</li> <li>• Mass media relations;</li> <li>• PR messages and paper based sources of PR;</li> <li>• Crisis PR management</li> </ul>
<b>Materials used (revision, additions)</b>	During the seminar were used: <ul style="list-style-type: none"> <li>• Manual "Basics of Public Relations", prepared by trainers;</li> <li>• Copies</li> <li>• Handouts</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	The seminar was held on the basis of Kharkiv National University. The University prepared room to hold the classes. The teaching staff of the University provided a considerable support in the organization of the seminar, what helped to increase the efficiency of work.
<b>Average age and number of years of teaching experience</b>	Among 35 participants of the seminars: <ul style="list-style-type: none"> <li>• 9 participants (25,7 %) – they are teachers in the age from 18 up to 50. They are most perspective teachers who have real possibility to transfer new ideas and methodic offered by CEUME instructors.</li> <li>• 26 participants (74,3 %) – they are businessmen.</li> </ul> All participants of the seminar (from educational establishments) have teaching experience: <ul style="list-style-type: none"> <li>• 3 people (out of 9 or 30%) – experienced teachers, who have 16-30 years of working experience and who able to transfer obtained during the seminar information and methodic to young teachers their faculties and departments.</li> </ul>
<b>Participants responses to materials and instructions</b>	The materials, which were handed out, are very useful and helpful. <ul style="list-style-type: none"> <li>• 29 people (from 31 people or 93,5%) noticed that handouts had known material as well as new materials.</li> <li>• 27 people (out of 31 or 87%) pointed out the usefulness of handout for scientific researches.</li> <li>• 30 people (out of 31 or 96,7%) pointed out the usefulness of handout for teaching.</li> <li>• 29 people (out of 31 or 93,5%) pointed out the possibility of usage of new technologies in educational process</li> <li>• 30 people (from 31 or 85,7%) noticed that mainly new information was given, but it was given in comprehensive way.</li> </ul> The participants of the seminar pointed out the instructor Piotr Przytula is highly qualified specialist. Przytula received 4,75 average score (5 is maximum, where the score consists of 6 elements, measuring professional knowledge and instructor's skills). Olena Malceva received average score of 4,75
<b>Assessments of the participants</b>	From 31 of the seminar participants: <ul style="list-style-type: none"> <li>• 31 (100%) participants pointed that seminar was very useful for them;</li> <li>• 30 people (96,7%) noticed that mainly new information was given, but it was given in comprehensive way.</li> <li>• 30 (96,7%) participants would recommend this seminar to their colleagues</li> </ul>
<b>Consequences of the seminar and remarks</b>	<b>Overall participant assessment of the seminar:</b> The seminar was interesting. Exposed materials could be used not only in study process but also in business practice0. Overall judgment about the seminar might be expressed in standpoints of some participants of the seminar: <ul style="list-style-type: none"> <li>• "My evaluation of the seminar- one the best seminars I have ever participated!"</li> <li>• I would like to participate in any other such seminars.</li> </ul>

## WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
<b>8. PARTNERS OF CEUME</b>	<b>3</b>	<b>3</b>	<b>6</b>
• Kharkiv National University	1	1	2

• Kharkiv State Municipal Economy Academy	0	0	0
• Kharkiv State Economic University	1	1	2
• Kharkiv State Polytechnic University	1	0	1
• Kharkiv Institute of Business and Management	0	1	1
• KhHI "People's Ukrainian Academy"	0	0	0
9. Other participants institutions	<b>2</b>	<b>1</b>	<b>3</b>
• Kharkiv State Pedagogical University	1	0	1
• Kharkiv State Academy of Culture	0	1	1
• Kharkiv Academy of Railway Transportation	1	0	1
10. NGO	<b>3</b>	<b>1</b>	<b>4</b>
• CO "KCEE"	1	0	1
• "Gromadski Inicijativi"	0	1	1
• Center "Perspectiva"	2	0	2
11. Business Centers / Business	<b>18</b>	<b>4</b>	<b>22</b>
<b>TOTAL PARTICIPANTS</b>	<b>26</b>	<b>9</b>	<b>35</b>

## ***SOUTHERN REGION (Odesa Regional Office)***

### **WHAT WE OFFERED?**

<b>Name of seminar</b>	MARKETING FOR BUSINESSMEN
<b>Date(s) held</b>	20-21-2 April 2001
<b>Location</b>	World-wide Odessites Club, Odessa
<b>Name(s) of presenters</b>	<b>Pavlo Sheremeta, Olena Maltseva</b>
<b>Main concepts that were covered</b>	Main concepts were strategies and technologies of modern marketing and merchandizing, main trends in modern brand technologies, tools and standards of marketing and merchandizing, etc.
<b>Materials used (revision, additions)</b>	Computer presentations, video presentations, schemes, charts, cases, role games
<b>Quality of accommoda-tions, facilities and support from host institution:</b>	Room for seminar was rented at the World-wide Odessites Club – a unique organization, that unites all people born in Odessa. Rental fee was covered by representatives of the invited businesses. Facilities used were multimedia projector with lap top PC, video player, screens, flip-charts, etc. Equipment was provided by RR.

#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
Academy of Public Administration, Odessa Branch		2	0	2
Tavria National University		1	0	1
Odessa National Metchnikov University		0	2	2
Institute of Post-Diploma Education		1	0	1
Odessa Tourist Agency		1	0	1
AIESEC		1	2	3
FORTEX Ltd.		2	0	2
Ukrainian Trading Co		2	4	6
OZOM Joint Stock Co		0	3	3
Kherson Training Center.		2	0	2
AS-Crimea Co		1	0	1
Private Medical Center		0	1	1
Regional Future Charity Foundation		1	0	1
FARLEP Telecommunications Co		0	1	1
Odessa Regional Employers, NGO		1	0	1
Odessa Liquor Factory		1	0	1
“Biostimulator” Joint Stock Co		0	1	1
CTI Telecom		1	0	1
OdessaVinProm Co		0	1	1
Concordteplservice, Ltd		1	0	1
“Morsan” Crewing Co.		0	1	1
<b>TOTAL PARTICIPANTS</b>		<b>18</b>	<b>16</b>	<b>34</b>
<b>Average age and number of years of teaching</b>	Average age of participants 32,59			
<b>Participants responses to materials and instructors</b>	Participants evaluated usefulness of the seminar as follows: 28,2% gave the mark “4” 71,8% gave the mark “5” Participants evaluation of the instructor (7 points scale) was: Pavlo Sheremeta – 6,7 Olena Maltseva - 6,6			
<b>Assessments of the participants</b>	Instructors were satisfied by the level and activity of the participants			
<b>Consequences of the seminar and remarks</b>	The atmosphere was busy and enthusiastic. The seminar in general was a great success. Many participants were obviously satisfied and expressed gratitude to trainer and organizers. They took active part in group work and presentations. All participants received seminar materials. Some participants asked for more personal involvement and more possibility to express their reflections.			

#### WHAT WE OFFERED?



<b>Name of seminar</b>	<b>HUMAN RESOURCES MANAGEMENT FOR BUSINESSMEN</b>
<b>Date(s) held</b>	4-5-6 May 2001
<b>Location</b>	Institute of Post-Diploma Education, Odessa
<b>Name(s) of presenters</b>	<b>Yuriy Navruzov, Pavlo Sheremeta</b>
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Main concepts and questions were:</li> <li>• How to find, involve and train your staff.</li> <li>• Three main questions of system leadership in the company</li> <li>• Five steps that lead to success in human recourse management</li> <li>• The system of knowledge management</li> <li>• Management consequences of the Ukrainian business culture</li> <li>• What is the basis of the leadership system in the company</li> </ul>
<b>Materials used (revision, additions)</b>	Computer presentations, video presentations, schemes, charts, cases, role games
<b>Quality of accommoda-tions, facilities and support from host institution:</b>	Rooms for seminar (conference-hall) were rented at the host institution and fee covered by business participants. Facilities used were multimedia projector with lap top, video player, screens, flip-charts, etc. Equipment was provided by RR.

#### WHO ATTENDED?

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>		<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
<b>Academy of Public Administration, Odessa Branch</b>		<b>1</b>	<b>0</b>	<b>1</b>
<b>Odessa State Economic University</b>		<b>0</b>	<b>1</b>	<b>1</b>
<b>Tavria National University</b>		<b>1</b>	<b>0</b>	<b>1</b>
<b>Institute of Post-Diploma Education</b>		<b>2</b>	<b>0</b>	<b>2</b>
Institute of Biology of Southern Seas		0	1	1
FARLEP Telecommunications Co		3	1	4
“Odessa Karavay” Joint Stock Co		2	0	2
Fortuna Ltd		2	8	10
“AZIMUT” Crewing Agency		1	0	1
Odessa-Cable Ltd		1	0	1
Ukrainian Trading Co, Holding		4	1	5
ODRI Ltd		1	1	2
Private business		1	1	2
BALTMAN Ltd		1	0	1
Concord-Teploservice, Ltd		1	0	1
		1	0	1
<b>TOTAL PARTICIPANTS</b>		<b>22</b>	<b>14</b>	<b>36</b>
<b>Average age and number of years of teaching</b>	Average age of participants 34,00			
<b>Participants responses to materials and instructors</b>	<p>Participants evaluated usefulness of the seminar as follows:</p> <p>8,3 % gave the mark “3”</p> <p>27,8% gave the mark “4”</p> <p>61,9% gave the mark “5”</p> <p>Participants evaluation of the instructor (5 points scale) was:</p> <p>Yuriy Navruzov - 4,27</p> <p>Pavlo Sheremeta - 4,70</p>			
<b>Assessments of the participants</b>	Instructors were satisfied by the level and activity of the participants			
<b>Consequences of the seminar and remarks</b>	The atmosphere was busy. The seminar in general was a success. Many participants from businesses were obviously satisfied and expressed gratitude to trainer and organizers. They took active part in group work and presentations. There was a good communication between participants from business and academic institutions All participants received seminar materials.			

#### WHAT WE OFFERED?

<b>Name of seminar</b>	BASIC METHODS OF PUBLIC RELATIONS
<b>Date(s) held</b>	11-12-13 May 2001
<b>Location</b>	Odessa State Economic University
<b>Name(s) of presenters</b>	<b>Peter Przytula, Olena Maltseva</b>
<b>Main concepts that were covered</b>	Main concepts were modern technologies of PR, evaluation and research of PR activities, PR strategies in crisis situations, effective usage of PR companies, preparation of PR plans and strategies, press-releases, etc.
<b>Materials used (revision, additions)</b>	Computer presentations, schemes, charts, video-cases
<b>Quality of accommoda-tions, facilities and support from host institution:</b>	Room for seminar was provided by the Odessa State Economic University. Facilities used were multimedia projector with lap top PC, video player, screens, flip-charts, microphones, etc. Equipment was provided by RR and partly by host institution.

#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Academy of Public Administration, Odessa Branch	6	1	7
Odessa Polytechnic University	3	0	3
Odessa National Metchnikov University	1	1	2
Institute of Post-Diploma Education	1	1	2
Odessa State Economic University	5	1	6
Nikolayev Branch of Kiev-Mohyla Academy	2	0	2
Odessa Engineering Academy	1	0	1
Odessa Karavay, Ltd.	1	0	1
AIESEC	0	2	2
“SLOVO” media	1	0	1
Nikolaev Training Center.	0	1	1
“ART” TV company	1	0	1
Private Medical Center	0	1	1
FARLEP Telecommunications Co	4	0	4
Odessa Regional Employers, NGO	1	0	1
<b>TOTAL PARTICIPANTS</b>	<b>27</b>	<b>8</b>	<b>35</b>
<b>Average age and number of years of teaching</b>	Average age of participants 33,6 Average years of teaching 6,3		
<b>Participants responses to materials and instructors</b>	Participants evaluated usefulness of the seminar as follows: 6,0% gave the mark “3” 15,2% gave the mark “4” 78,8% gave the mark “5” Participants evaluation of the instructor (5 points scale) was: Peter Przytula – 4,7 Olena Maltseva - 4,7		
<b>Assessments of the participants</b>	Instructors were satisfied by the level and activity of the participants		
<b>Consequences of the seminar and remarks</b>	The atmosphere was very enthusiastic. The seminar in general was a great success. Many participants were obviously satisfied and expressed gratitude to trainer and organizers. They took active part in group work and presentations. All participants received seminar materials.		

#### WHAT WE OFFERED?

<b>Name of seminar</b>	BASIC METHODS OF PUBLIC RELATIONS
<b>Date(s) held</b>	15-16 May 2001
<b>Location</b>	Tavria National University
<b>Name(s) of presenters</b>	<b>Peter Przytula, Olena Maltseva</b>
<b>Main concepts that were covered</b>	Main concepts were modern technologies of PR, evaluation and research of PR activities, PR strategies in crisis situations, effective usage of PR companies, preparation of PR plans and strategies, press-releases, etc.
<b>Materials used (revision,addition)</b>	Computer presentations, schemes, charts, video-cases
<b>Quality of accommoda-tions, facilities and support from host institution:</b>	Room for seminar was provided by the Tavria National University. Facilities used were multimedia projector with laptop, video player, screens, flip-charts, etc. Equipment was provided by host institution.

#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
Tavria National University		11	5	16
Crimea Academy of Environmental and Resort Engineering		0	1	1
“Nash Parus” Ltd.		1	0	1
“AS Crimea”		1	0	1
TOTAL PARTICIPANTS		13	6	19
Average age and number of years of teaching	Average age of participants 35,0 Average years of teaching 7,0			
Participants responses to materials and instructors	Participants evaluated usefulness of the seminar as follows (from 18 persons who responded): 5,9% gave the mark “3” 23,5% gave the mark “4” 70,6% gave the mark “5” Participants evaluation of the instructor (7 points scale) was: Peter Przytula – 6,6 Olena Maltseva - 5,7			
Assessments of the participants	Instructors were satisfied by the level and activity of the participants			
Consequences of the seminar and remarks	The atmosphere was busy. The seminar was a success. Many participants expressed gratitude to trainer and organizers. They took active part in group work and presentations. All participants received seminar materials.			

## **WESTERN REGION (Lviv Regional Office)**

### **WHAT WE OFFERED?**

<b>Name of seminar</b>	<b>Managerial Accounting</b>
<b>Date(s) held</b>	April 20-22, 2001
<b>Location</b>	Lviv Institute of Management
<b>Name(s) of presenters</b>	Mykhailo Kolisnyk, Prochorova Liubov, Petryk Olena
<b>Main concepts that were covered</b>	<ol style="list-style-type: none"> <li>1. Intro to Managerial Information</li> <li>2. Classification and transformation of costs</li> <li>3. Division of overheads</li> <li>4. Principle and methods of cost accounting and calculation of returns</li> <li>5. Costs-volume-profit analysis</li> <li>6. Relevant information and decision making</li> <li>7. Analysis of the decision making</li> </ol>
<b>Materials used (revision, additions)</b>	Revised materials, new additions.
<b>Quality of accommodations, facilities and support from host institution:</b>	Appropriate

### **WHO ATTENDED?**

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
1. Lviv Polytechnic Institute	2	1	3
2. Chernivtsi National University	0	1	1
3. Lviv Institute of Wood and Forestry	1	0	1
4. Lviv Commercial Academy	1	0	1
5. Enterprises: "Svotoch"	0	1	1
6. "Galych"	0	1	1
7. "Ligurt"	1	1	2
8. "Nove+"	0	1	1
9. "Naftogazinvest"	0	1	1
10. "Ukrspectechnika"	1	0	1
11. "Arvest"	1	0	1
12. "Poliaron"	1	0	1
13. "Ukrpromtelecom"	2	0	2
14. "Consensus"	1	1	2
15. "Galychfarm"	2	0	2
<b>TOTAL PARTICIPANTS</b>	<b>13</b>	<b>8</b>	<b>21</b>
<b>Average age and number of years of teaching experience</b>	Average age - 28-34 Number of years of teaching experience - 3-6		
<b>Participants responses to materials and instructions</b>	Participants assessed materials as valuable tool for course enrichment.		
<b>Assessments of the participants</b>	Participant rated each other in average "4" and "5"		
<b>Consequences of the seminar and remarks</b>	<p>"Please, invite us more to your seminars..."</p> <p>"We would like to have more seminars of this type"</p> <p>"My view is that material on long term investments should be excluded from the Managerial Accounting and instead more materials on Managerial Accounting need to be included"</p> <p>"The best presentation was Kolisnyk's.. because it was not overloaded with calculations"</p> <p>"A lot of materials in short time, it did not allowed to learn in detail and discuss"</p> <p>"We would like to work more with CEUME. And we suggest to have longer training to learn better"</p>		

## WHAT WE OFFERED?

<b>Name of seminar</b>	<b>Marketing</b>
<b>Date(s) held</b>	June-1-3,2001
<b>Location</b>	Ternopil Institute of Economy and Entrepreneurship
<b>Name(s) of presenters</b>	Olena Malceva, Pavlo Sheremeta
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Marketing strategy: science or art or just health mind</li> <li>• Differentiate or die</li> <li>• Strategy of effective brand management</li> <li>• Consumer behavior</li> <li>• Strategy and art of of visual merchandising</li> <li>• Distribution as a policy</li> <li>• Five axiom of marketing in economy of impressions</li> </ul>
<b>Materials used (revision, additions)</b>	Revised materials
<b>Quality of accommodations, facilities and support from host institution:</b>	Excellent

## WHO ATTENDED?

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Ternopil Academy of National Economy	0	1	1
Ternopil Institute of Economy and Entrepreneurship	3	0	3
Ternopil State Technical University	3	1	4
Chernivtsi State University	1	0	1
NGO Association of tax payers	0	1	1
Ltd "Soti"	0	1	1
Ltd "Rovex"	1	0	1
Advertising agency "RIA"	4	1	5
Joint venture "Vatra Shreder"	0	1	1
<b>TOTAL PARTICIPANTS</b>	<b>12</b>	<b>6</b>	<b>18</b>
<b>Average age and number of years of teaching experience</b>	Average age - 28-34 Number of years of teaching experience - 3-6		
<b>Participants responses to materials and instructions</b>	Participants assessed materials as valuable tool for course enrichment.		
<b>Assessments of the participants</b>	Participant rated each other in average "4" and " 5"		
<b>Consequences of the seminar and remarks</b>	Participants found seminar useful and of high quality..		

## WHAT WE OFFERED?

<b>Name of seminar</b>	<b>Managing a Small Business</b>
<b>Date(s) held</b>	May 18-20,2001
<b>Location</b>	Ivano-Frankivsk, Ukrainian-Canadian Business Center
<b>Name(s) of presenters</b>	Ivanna Bakushevych, Lidiya Kushpler
<b>Main concepts that were covered</b>	Preliminary evaluation Conceptual model of entrepreneurship Evaluation of ideas Intro to marketing of small business Factors of external environment that influence on marketing activities Products and distribution Strategy of starting small business Creative advertising and promotion Structure design Planning of your business project Modeling and program tools for development of business plan Resources for starting Small business. Internet as a resources for small business Financial reporting
<b>Materials used (revision, additions)</b>	Revised and enriched materials
<b>Quality of accommodations, facilities</b>	Appropriate

## WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
Ternopil Academy of National Economy		0	1	1
Ternopil Institute of Economy and entrepreneurship		1	0	1
Lviv State Agrarian University		0	1	1
Chernivtsi National University		4	0	4
Ivano-Frankivsk State university of Oil and Gas		1	0	1
Ukrainian-Canadian business Center		5	1	6
NGO Dilovi Iniciatyvy		1	0	1
<b>TOTAL PARTICIPANTS</b>		<b>12</b>	<b>3</b>	<b>15</b>
<b>Average age and number of years of teaching experience</b>	Average age - 28-34 Number of years of teaching experience - 3-6			
<b>Participants responses to materials and instructions</b>	Participants assessed materials as valuable tool for course enrichment.			
<b>Assessments of the participants</b>	Participant rated each other in average "4" and " 5"			
<b>Consequences of the seminar and remarks</b>	Participants found seminar useful and of high quality..			

## WHAT WE OFFERED?

<b>Name of seminar</b>	<b>Public Relations</b>
<b>Date(s) held</b>	June-1-3,2001
<b>Location</b>	Lviv Institute of Management
<b>Name(s) of presenters</b>	Olena Malceva, Piot Przytula
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Pr and their role in marketing communications</li> <li>• Problems in PR</li> <li>• Main principles of communications and consumer behavior and their relation with PR</li> <li>• Communications and Public Relations as management function</li> <li>• Strategic management of PR</li> <li>• Planning, programming and long, short-term PR campaign</li> <li>• Relations with mass media</li> <li>• Writing tools of PR( press release, brochures, information leaves)</li> <li>• Communications with various audiences.</li> <li>• Crisis management and opportunities in PR</li> <li>• Evaluation of PR companies and programs</li> </ul>
<b>Materials used (revision, additions)</b>	New materials
<b>Quality of accommodations, facilities</b>	Appropriate

## WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Lviv National University	1	1	2
Ternopil Academy of National Economy	0	3	3
Lviv Institute of Management	3	0	3
Lviv Polytechnic Institute	6	1	7
Ternopli State Technical University	1	0	1
Academy of Human Resource Management	3	1	4
Lviv State Agrarian University	0	1	1
Chernivtsi National University	1	0	1
Academy of Public Administration	0	1	1
Lviv Commercial Academy	2	1	3
Chernivci institute of Economy and Trade	0	1	1
Enterprises: Staryi Mur	1	0	1
LTd" Misto hlius peredmistia"	2	4	6
Supermarket "Lviv"	1	0	1
Newspaper "Nashe Misto"	1	0	1
Hospital	1	0	1
<b>TOTAL PARTICIPANTS</b>	<b>23</b>	<b>14</b>	<b>37</b>

<b>Average age and number of years of teaching experience</b>	Average age - 28-34 Number of years of teaching experience - 3-6
<b>Participants responses to materials and instructions</b>	Participants assessed materials as valuable tool for course revision and content enhancement.
<b>Assessments of the participants</b>	Participant rated each other in average "4" and " 5"
<b>Consequences of the seminar and remarks</b>	Participants found seminar useful and of high quality..

## ***EASTERN REGION (Donetsk Regional Office)***

### **WHAT WE OFFERED?**

<b>Name of seminar</b>	ORGANIZATION DEVELOPMENT
<b>Date(s) held</b>	May 11-13, 2001
<b>Location</b>	Donetsk (Donetsk State Academy of Management)
<b>Name(s) of presenters</b>	Genady Kanishchenko
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Leadership in the new economy</li> <li>• Management and manipulation</li> <li>• Internet Economy</li> <li>• Paradoxes of organizational design</li> <li>• Organization of the future</li> <li>• Management of changes</li> </ul>
<b>Materials used (revision, additions)</b>	<ul style="list-style-type: none"> <li>• Organization Development (CEUME issues);</li> <li>• Computer presentations;</li> <li>• Auxiliary printed material.</li> <li>• Case materials (Ukraine experience).</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	Donetsk State Academy of Management (hosting university) provided a training room (capacity 70 persons), equipped with overhead projector, screen.

### **WHO ATTENDED?**

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Donetsk State Management Academy	3	4	7
Donetsk State Technical University	3	-	3
Donetsk Institute of Economics and Industry	1	-	1
Modern Humanitarian Institute	1	1	2
Donetsk Institute for Market and Social Policy	1	-	1
Donetsk State Institute of Economics and Trade	1	3	4
Mariupol Institute of Humanities	1	1	2
Kiev Business School	2	-	2
Donetsk Center of Business Women Support	1	-	1
“Donbass”, Agency	-	2	2
Concern “Stirol”	-	6	6
“VIK”, Company	-	1	1
<i>Press-center NDLM</i>	-	1	1
<i>“DICOM”, Company</i>	1	1	2
<b>TOTAL PARTICIPANTS</b>	<b>15</b>	<b>20</b>	<b>35</b>
<b>Average age and number of years of teaching experience</b>	35,9 is the average age of teachers 7,1 years is the average number of years of teaching experience		
<b>Participants responses to materials and instructions</b>	The handout kit was a reasonable composition of domestic and foreign information. All material was evaluated as useful and appropriate for further application in the study process (90% of participant).		
<b>Assessments of the participants</b>	The workshop provided business teachers with new information as well as new methodological approaches that may be applied while teaching (about 82% of participants marked this).		
<b>Consequences of the seminar and remarks</b>	<ul style="list-style-type: none"> <li>• The OD was evaluated as “very good” (89% of participants)</li> </ul> 10% of participants asked of e-version of presentation and list of literature what recommended.		

### **WHAT WE OFFERED?**

<b>Name of seminar</b>	PUBLIC RELATIONS
<b>Date(s) held</b>	May 22-23, 2001
<b>Location</b>	Donetsk (Donetsk State Academy of Management)
<b>Name(s) of presenters</b>	Pyotr Prszhtula, Olena Maltseva
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Pr and their role in marketing communications</li> <li>• Problems in PR</li> <li>• Main principles of communications and consumer behavior and their relation with PR</li> <li>• Communications and Public Relations as management function</li> </ul>



	<ul style="list-style-type: none"> <li>• Strategic management of PR</li> <li>• Planning, programming and long, short-term PR campaign</li> <li>• Relations with mass media</li> <li>• Writing tools of PR( press release, brochures, information leaves)</li> <li>• Communications with various audiences.</li> <li>• Crisis management and opportunities in PR</li> <li>• Evaluation of PR companies and programs</li> </ul>
<b>Materials used (revision, additions)</b>	<ul style="list-style-type: none"> <li>• Public Relations (CEUME issues);</li> <li>• Computer presentations;</li> <li>• Video presentations;</li> <li>• Auxiliary printed material;</li> <li>• Case materials (Ukraine and Central Europe experience).</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	Donetsk State Academy of Management (hosting university) provided a training room (capacity 70 persons), equipped with overhead projector, screen.

#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
Donetsk State Management Academy		1	1	2
Donetsk State Technical University		3	1	4
Donetsk Institute of Economics and Low		1	-	1
Donetsk Institute of Social Education		3	-	3
Donetsk Institute for Market and Social Policy		1	-	1
Donetsk State Institute of Economics and Trade		1	1	2
Donetsk Institute of Entrepreneurship		2	-	2
DICOM, Company		1	1	2
Donetsk Center of Business Women Support		1	-	1
Oblast Administration		3	2	5
Impact, Company		-	1	1
Agency of Marketing Techniques		-	1	1
FINFORT, Company		2	1	3
“VIK”, Company		1	1	2
“Serebryaniy Vek”, Advertisement Agency		1	-	1
First Ukrainian International Bank		2	-	2
<b>TOTAL PARTICIPANTS</b>		<b>23</b>	<b>10</b>	<b>33</b>
<b>Average age and number of years of teaching experience</b>	37,0 is the average age of teachers 10,7 years is the average number of years of teaching experience			
<b>Participants responses to materials and instructions</b>	The handout kit was a reasonable composition of domestic and foreign information. Printed materials discovered Ukrainian experience. All material was evaluated as useful and appropriate for further application in the study process (96% of participants).			
<b>Assessments of the participants</b>	The workshop provided participants with new information as well as new methodological approaches that may be applied while teaching (about 96% of participants marked this).			
<b>Consequences of the seminar and remarks</b>	<ul style="list-style-type: none"> <li>• The PR was evaluated as “very good” (92% of participants)</li> <li>• All participants thank us for this seminar and ask of it’s further development – applying to our realities.</li> </ul>			

#### WHAT WE OFFERED?

<b>Name of seminar</b>	MANAGERIAL ACCOUNTING
<b>Date(s) held</b>	June 1-3, 2001
<b>Location</b>	Donetsk (Donetsk State Academy of Management)
<b>Name(s) of presenters</b>	Mikhaylo Kolisnyk, Lubov Prokhorova, Olena Petryk
<b>Main concepts that were covered</b>	<p>The goal of the seminar was providing the basic understanding of the difference between financial and managerial accounting, determination what kind of information manager need from book-keeper and how book-keeper can prepare this information.</p> <p>The main topics of the cost were the following:</p> <ul style="list-style-type: none"> <li>- Classification of the costs;</li> <li>- Distribution of the costs according cost-drivers;</li> </ul>

	- CVP analysis; Budget and control.
<b>Materials used (revision, additions)</b>	<ul style="list-style-type: none"> <li>• Managerial Accounting (CEUME issues);</li> <li>• Computer presentations;</li> <li>• Auxiliary printed material;</li> <li>• Case materials (Ukrainian and foreign experience).</li> </ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	Donetsk State Academy of Management (hosting university) provided a training room (capacity 70 persons), equipped with overhead projector, screen.

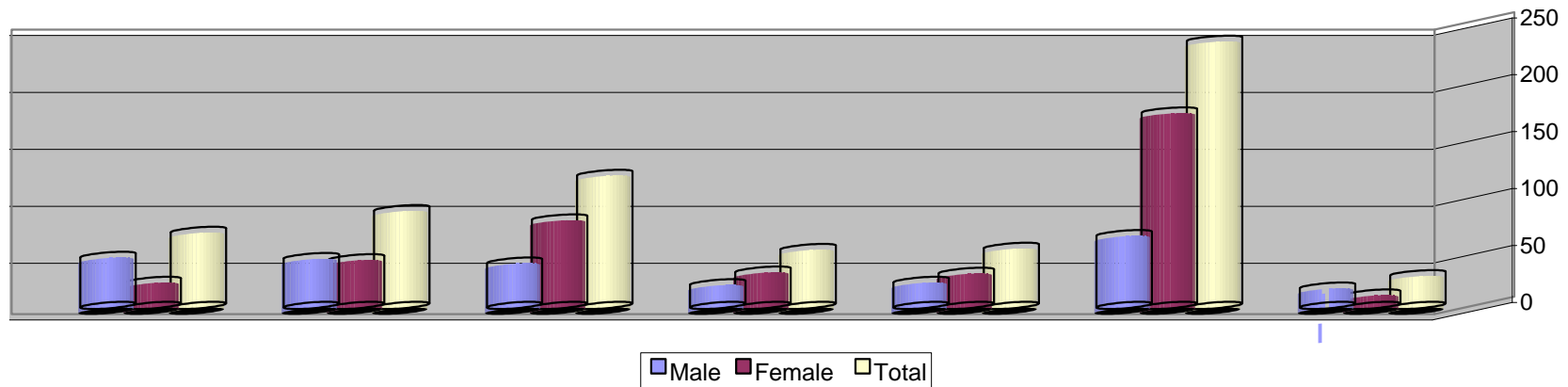
#### WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS	FEMALE	MALE	TOTAL
Donetsk State Management Academy	4	1	5
Donetsk State Technical University	2	-	2
Alchevsk High Business School	1	1	2
Donetsk Institute of Economics and Law	2	-	2
<b>Donetsk National University</b>	4	-	4
Donetsk State Institute of Economics and Trade	1	2	3
Business Support Center	-	1	1
DICOM, Company	1	1	2
Donetsk Center of Business Women Support	1	-	1
Oblast Administration	1	-	1
DSTS, Company	2	1	3
JSC "PRODMASH"	1	-	1
"VIK", Company	2	1	3
<b>TOTAL PARTICIPANTS</b>	<b>22</b>	<b>8</b>	<b>30</b>
<b>Average age and number of years of teaching experience</b>	38,3 is the average age of teachers 11,3 years is the average number of years of teaching experience		
<b>Participants responses to materials and instructions</b>	The handout kit was a reasonable composition of domestic and foreign information. Printed materials discovered Ukrainian experience. All material was evaluated as useful and appropriate for further application in the study process (100% of participant). The most interest was raised by the computer presentations.		
<b>Assessments of the participants</b>	The workshop provided business teachers with new information as well as new methodological approaches that may be applied while teaching (about 100% of participants marked this).		
<b>Consequences of the seminar and remarks</b>	<ul style="list-style-type: none"> <li>• The MA was evaluated as "very good" (95,5% of participants)</li> <li>• 9% of participants asked of practical examples of use of MA system, illustration on real enterprises with further analysis.</li> </ul>		

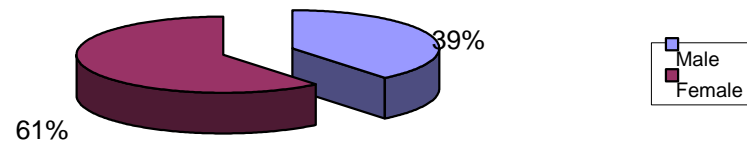
**Appendix 3:**  
**Weekend Workshops: General Analysis of the Participants**  
**(by Functional Area and Gender)**

## Weekend Workshop Participants Analysis

	Organizational Development	Transformation/Restructuring of the Enterprises	Managerial Accounting	Human Resources Management	Marketing	Public Relations	Project Appraisal	Total
Male	44	43	39	20	22	63	17	248
Female	22	42	77	31	30	171	11	384
Total	66	85	116	51	52	234	28	632



## Summary



**Appendix 4:**  
**Short-term Trainings for Administrators:**  
**SUMMARIES**

# ANALYSIS OF SHORT TERM TRAINING FOR ADMINISTRATORS

## WHAT WE OFFERED?

<b>Name of seminar</b>	MANAGING HEI UTILIZING NEW EDUCATIONAL TECHNOLOGIES
<b>Date(s) held</b>	May 24-25, 2001
<b>Location</b>	<b>Kyiv National Trade and Economic University</b>
<b>Name(s) of presenters</b>	Prof. Nina N Ushakova First Pro-rector, Kiev National Trade and Economics University (KSTEU)
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Goal of restructuring of the HEI</li> <li>• Innovative educational technologies and their adaptation into the study process</li> <li>• Total computerization of the educational process</li> <li>• Complex testing and knowledge diagnostics system</li> <li>• Presentation of the scientific and methodological documents of KSTEU</li> </ul>
<b>Materials used (revision, additions)</b>	New materials
<b>Quality of accommodations, facilities and support from host institution:</b>	Conference hall of KSTEU – CEUME partner institution. Equipment and facilities were provided by KSTEU.

## WHO ATTENDED?

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Lviv Commercial Academy	0	1	1
Institute for Economics and Entrepreneurship, Ternopil	1	1	2
International Management Institute, Kyiv	0	1	1
International Institute of Business	1	1	2
Lviv Institute for Management	0	2	2
Kyiv National Economic University	1	1	2
Chernigiv State Insitute for economics and management	0	1	1
Ukrainian Academy of Public Administration, Lviv	0	1	1
Institute of Economics and Business Law “Krok”, Kyiv	1	3	4
Kyiv Institute for Business and Technology	1	0	1
Ukrainian Institute for Entrepreneurship	0	1	1
Kyiv Business School	1	0	1
Kyiv Institute for Investment Management	1	0	1
Chernivtsi National University	0	1	1
Interregional Academy of Personnel Management	0	1	1
National University “Kyiv Mohyla Academy”	0	1	1
<b>TOTAL PARTICIPANTS</b>	<b>7</b>	<b>16</b>	<b>23</b>
<b>Participants responses to materials and instructions</b>	<p>The seminar was evaluated according to the following seven criteria and below are the average responses based on the 21 individuals surveyed out of 23 (91% sample coverage) on 5 scale evaluation:</p> <p>Usefulness of the seminar <b>4.57</b></p> <p>Informative qualities of the seminar <b>4.76</b></p> <p>Innovative information/materials presented <b>4.28</b></p> <p>Sufficient time presented to discuss the problems <b>4.04</b></p> <p>Usefulness of the materials to change the HEI <b>4.23</b></p> <p>Usefulness of the materials to review the administrative procedures <b>3.85</b></p> <p>Quality of the handout materials <b>4.38</b></p>		
<b>Assessments of presenter by the participants</b>	<p>Instructors were evaluated on 5 scales according to five criteria</p> <p><b>Prof. Nina N. Ushakova</b></p> <p>Seminar materials and topic was new and innovative <b>4.57</b></p> <p>Ability to present the material <b>4.67</b></p> <p>Usefulness of the materials <b>4.52</b></p> <p>Ability to work with the audience <b>4.76</b></p> <p>The speaker was well-prepared <b>4.80</b></p>		
<b>Consequences of the seminar and remarks</b>	21 out of 21 individuals surveyed (100%) would recommend the their colleagues to attend the seminar		

## WHAT WE OFFERED?

<b>Name of seminar</b>	SEMINAR FOR ADMINISTRATORS: RESTRUCTURING EDUCATIONAL PROCESS ON THE BASIS OF INNOVATIVE EDUCATIONAL TECHNOLOGIES.
<b>Date(s) held</b>	June 20-21, 2001
<b>Location</b>	Dnipropetrovsk, National Mining Academy of Ukraine
<b>Name(s) of presenters</b>	Prof. Nina N. Ushakova First Pro-rector, Kiev National Trade and Economics University
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Goal of restructuring of the HEI</li> <li>• Innovative educational technologies and their adaptation into the study process</li> <li>• Total computerization of the educational process</li> <li>• Complex testing and knowledge diagnostics system</li> <li>• Presentation of the scientific and methodological documents of KSTEU</li> </ul>
<b>Quality of accommodations, facilities and support from host institution</b>	Host Institution (partner) – National Mining Academy of Ukraine. Excellent equipped facilities Friendly administration was very helpful while preparing and conducting the workshop.

## WHO ATTENDED?

<b>ORGANIZATIONS PRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Donetsk Institute of Market and Social Policy	1		1
Dnipropetrovsk Academy of Management, Business and Law	2		2
Cherkassy State University		1	1
Azov Regional Institute of Management		1	1
Poltava State Agricultural Institute	1		1
Zaporizhzhya State Technical University	1		1
Kharkiv Institute of Business and Management		1	1
National Technical University “KPI”	1		1
Institute for Entrepreneurship “Strategy”		1	1
People’s Ukrainian Academy		1	1
CEUME	1		1
National Mining University of Ukraine		1	1
Kharkiv National University	1	1	2
<b>TOTAL PARTICIPANTS</b>	<b>8</b>	<b>7</b>	<b>15</b>
<b>Participants responses to materials and instructions</b>	<p>The seminar was evaluated according to the following seven criteria and below are the average responses based on the 21 individuals surveyed out of 23 (91% sample coverage) on 5 scale evaluation:</p> <p>Usefulness of the seminar <b>5</b></p> <p>Informative qualities of the seminar <b>5</b></p> <p>Innovative information/materials presented <b>5</b></p> <p>Sufficient time presented to discuss the problems <b>5</b></p> <p>Usefulness of the materials to change the HEI <b>5</b></p> <p>Usefulness of the materials to review the administrative procedures <b>5</b></p> <p>Quality of the handout materials <b>5</b></p>		
<b>Assessments of the participants</b>	<p>Main purpose –10 agreed that the purpose was to give new information and ideas as for improving educational process, for 5 people the seminar demonstrated new methods of institution administration.</p> <p>Seminar effectiveness – “5” (excellent) – 12 , “4” (good) –3 people.</p> <p>Information effectiveness – 12 people marked this point as “5”, 3 as “4”</p> <p>New materials implementation –for 10 out of 15 participants materials were very new for them.</p> <p>Materials (usefulness in implementing changes) –12 agree that materials will help a lot while making reforms and changes.</p> <p>Materials (usefulness in administrative work) – 9 “Excellent”, 3 – “good” and 3 as “average”.</p> <p>Quality of presented hand-outs – 13 “Excellent”.</p>		
<b>Consequences of the seminar and remarks</b>	<p>In the “comments and remarks” section participants said that they would highly recommend such seminars for administrators to their colleagues. They also pointed out that such events are extremely needed in today’s educational environment, while it gives an opportunity to gain new knowledge and skills.</p>		

## WHAT WE OFFERED?

<b>Name of seminar</b>	EFFECTIVE MANAGEMENT OF HEI (POLISH EXPERIENCE)
<b>Date(s) held</b>	June 1-2, 2001
<b>Location</b>	<b>Kyiv, Hotel Kreschatik</b>
<b>Name(s) of presenters</b>	Edward Golachowski
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Definition of HEI and the external environment</li> <li>• Definition of the administrator's role in the HEI</li> <li>• Efficiency problems</li> <li>• SWOT analysis of HEI</li> </ul>
<b>Materials used (revision, additions)</b>	New materials
<b>Quality of accommodations, facilities and support from host institution:</b>	Conference hall, Hotel "Kreschatik".

## WHO ATTENDED?

<b>INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
Lviv Commercial Academy	0	2	2
Institute for Economics and Entrepreneurship, Ternopil	1	1	2
Donetsk Institute of Market and Social Policy	1	0	1
International Management Institute, Kyiv	0	1	1
Lviv Institute for Management	0	1	1
Chernivtsi National University	0	1	1
Chernigiv State Institute for economics and management	1	1	2
National Technical University "Kyiv Politechnical Institute"	1	0	1
Donetsk State Technical University	0	1	1
Kyiv Branch of Cherkassy Institute of Management	1	0	1
Academy for Labour and Social Relations, Kyiv	0	1	1
Ukrainian Academy of Public Administration, Lviv	0	2	2
Business School – Institute of Economics and Management, Alchevsk	1	1	2
Institute of Economics and Business Law "Krok", Kyiv	1	3	4
Kyiv Institute for Business and Technology	1	1	2
Ukrainian Institute for Entrepreneurship	0	1	1
Kyiv Business School	2	0	2
National Technical University "Kharkiv Polytechnic Institute"	1	0	1
Kyiv Institute for Investment Management	1	0	1
Ternopil Academy of National Economy	0	1	1
Kyiv National Trade and Economics University	1	0	1
<b>TOTAL PARTICIPANTS</b>	<b>13</b>	<b>18</b>	<b>31</b>
<b>Participants responses to materials and instructions</b>	<p>The seminar was evaluated according to the following seven criteria and below are the average responses based on the 21 individuals surveyed (68% sample coverage) on 5 scale evaluation:</p> <p>Usefulness of the seminar <b>4.38</b></p> <p>Informative qualities of the seminar <b>4.28</b></p> <p>Innovative information/materials presented <b>3.47</b></p> <p>Sufficient time presented to discuss the problems <b>4.09</b></p> <p>Usefulness of the materials to change the HEI <b>3.85</b></p> <p>Usefulness of the materials to review the administrative procedures <b>4.23</b></p> <p>Quality of the handout materials <b>4.76</b></p>		
<b>Assessments of presenter by the participants</b>	<p>Instructors were evaluated on 5 scales according to five criteria</p> <p>Seminar materials and topic was new and innovative <b>4.76</b></p> <p>Ability to present the material <b>4.67</b></p> <p>Usefulness of the materials <b>4.23</b></p> <p>Ability to work with the audience <b>4.57</b></p> <p>The speaker was well-prepared <b>4.67</b></p>		
<b>Consequences of the seminar and remarks</b>	20 out of 21 individuals surveyed (95%) would recommend the seminar to their colleagues		



## WHAT WE OFFERED?

<b>Name of seminar</b>	EFFECTIVE MANAGEMENT OF HEI (POLISH EXPERIENCE)
<b>Date(s) held</b>	May 25-26, 2001
<b>Location</b>	Odessa State Economic University
<b>Name(s) of presenters</b>	Edward Golachowski
<b>Main concepts that were covered</b>	<ul style="list-style-type: none"> <li>• Definition of HEI and the external environment</li> <li>• Definition of the administrator's role in the HEI</li> <li>• Efficiency problems</li> <li>• SWOT analysis of HEI</li> </ul>
<b>Materials used (revision, additions)</b>	New materials were presented to all participants
<b>Quality of accommodations, facilities and support from host institution:</b>	Accommodation was standard for such events. The WW was organized in the Small Conference Hall of the OSEU. Host institution provided space and some facilities for the seminar.

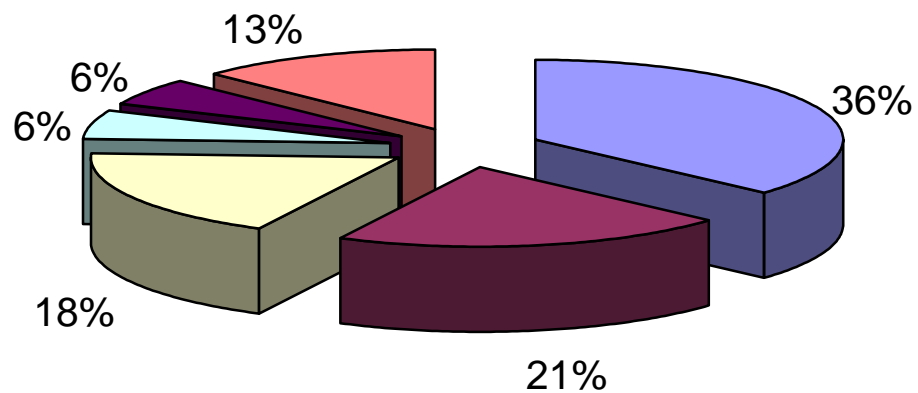
## WHO ATTENDED?

INSTITUTIONS REPRESENTED AND NUMBER OF PARTICIPANTS		FEMALE	MALE	TOTAL
Odessa State Economic University		0	3	3
Odessa State Food technologies Academy		0	2	2
Odessa National University		0	2	2
Odessa Branch of the Ukrainian Academy of State Administration		0	3	3
Odessa Institute of Postdiploma Education		0	1	1
Odessa Hydrometeorological Institute		0	1	1
Odessa State Freezing Academy		0	1	1
Odessa State Marine Academy		0	1	1
Kirivigrad Institute of Commerce		0	1	1
Kherson State Technical University		1	0	1
Azov Regional Institute of Management		0	1	1
CEUME Program Coordinator		1	0	1
CEUME Regional Representative		0	1	1
TOTAL PARTICIPANTS		2	18	20
Participants responses to materials and instructions	The seminar was evaluated according to the following seven criteria and below are the average responses based on the 11 individuals surveyed (64.7% sample coverage) on 5 scale evaluation:			
	Usefulness of the seminar	4.50		
	Informative qualities of the seminar	4.10		
	Innovative information/materials presented	4.00		
	Sufficient time presented to discuss the problems	4.60		
	Usefulness of the materials to change the HEI	4.10		
	Usefulness of the materials to review the administrative procedures	4.30		
	Quality of the handout materials	4.80		
Assessments of presenter by the participants	Instructor was evaluated on 5 scales according to five criteria			
	Seminar materials and topic was new and innovative	4.80		
	Ability to present the material	4.60		
	Usefulness of the materials	4.50		
	Ability to work with the audience	4.70		
	The speaker was well-prepared	4.70		
Consequences of the seminar and remarks	10 out of 11 individuals surveyed (91%) would recommend the seminar to their colleagues			

**Appendix 5:**  
**Short-term Trainings:**  
**General Analysis (regional coverage)**

## REPRESENTATION OF PARTICIPANTS AT THE SHORT-TERM TRAININGS FOR THE ADMINISTRATORS BY REGIONS

#	Region	Number	Distribution
1	Kyiv	32	36%
2	West	18	21%
3	South	16	18%
4	East - Donetsk	5	6%
5	East - Kharkiv	5	6%
6	Center - Dnipropetrovsk	11	13%
	<b>Total</b>	<b>87</b>	<b>100%</b>



**Appendix 6:**  
**Internships:**  
**a. Summaries**  
**b. Post-exit Questionnaire analysis**

# ANALYSIS OF INTERNSHIPS FOR ADMINISTRATORS AND FACULTY TO POLAND

**March – June 2001**

INSTITUTION REPRESENTED	NAME OF INTERN	F	M	HOST INSTITUTION/ LINK PERSON
Dnipropetrovsk National University	Nataia Ivanilova	√		Warsaw School of Economics Prof. Aleksander Sulejewicz
Prydniprovsk State Academy of Construction and Architecture	Julia Orlovska	√		Warsaw School of Economics Prof. Aleksander Sulejewicz
National University "Lviv Polytechnic"	Tetyana Kulinich	√		Warsaw School of Economics Prof. Aleksander Sulejewicz
Chernihiv State Institute of Management and Economics	Nataliya Tkalenko	√		Warsaw School of Economics Prof. Aleksander Sulejewicz
Odesa State Polytechnic University	Vera Lubchenko	√		Warsaw School of Economics Prof. Tomasz Szapiro
National University „Lviv Polytechnic"	Liudmyla Moroz	√		Krakow Academy of Economics Prof Jerzy Altkorn
Ternopil Academy of National Economy	Tamila Karpyk	√		Warsaw School of Economics Prof. Piotr Ploszajski University of Warmia and Mazury in Olsztyn Dr. Wojciech Kozlowski
Southern Slavic Institute, Mykolayiv	Serhiy Shevchuk		√	Warsaw School of Economics Prof. Piotr Ploszajski
Interregional Academy for Personnel Management, Lviv branch	Iryna Moiseenko	√		Warsaw School of Economics Prof. Aleksander Sulejewicz

## ***EVALUATION OF THE INTERNSHIPS***

<b>Training received during the internship (on 4 scale evaluation):</b>	The training was evaluated according to the following three criteria and below there are average responses of 9 interns surveyed (100%): <input type="checkbox"/> The training was very useful for me <b>4</b> <input type="checkbox"/> The training was directly relevant to my work <b>4</b> <input type="checkbox"/> I will be able to apply what I learned in my work <b>4</b>
<b>To what extent the objectives of the program were met (on 4 scale evaluation):</b>	The average responses of 9 interns surveyed (100%) is <b>3.89</b>
<b>Maintaining of personal and professional relationships</b>	All 9 interns confirmed that they were able to establish and develop both personal and professional relationships with their Polish counterparts from WSE and other institutions.
<b>Participants responses to materials and information received:</b>	All 9 interns (100%) responded positively to the question if information and materials received will be utilized to revise an existing courses and to develop and introduce new courses and programs
<b>Overall assessment of the internship experience (on 4 scale evaluation):</b>	All 9 interns (100%) evaluated the internship as <b>Excellent</b> (the highest mark)

### ***LOGISTICS***

<b>Organizational support provided by Link Person:</b>	<ul style="list-style-type: none"><li>• All interns visited classes taught by LP and got acquainted with modern technologies of business courses delivery</li><li>• There were meetings organized with other Professors from the School as well as other Institutions related to the particular area of interest of each intern</li><li>• LP and assisting staff made tours of the School, libraries and research areas</li><li>• LP provided access to technical resources (computers, copiers, Internet)</li></ul>
<b>Quality of accommodations, facilities and support from host institution:</b>	All interns stayed in fairly comfortable School's Guest Rooms that are located in the building of the Schools, which almost eliminated the problem of everyday in-city travels (transportation).

### ***EXPECTED OUTCOMES***

<b>Revision of an existing courses and development of new courses and programs</b>	<p>The following courses will be revised, improved and/or developed:</p> <ul style="list-style-type: none"><li>❑ Marketing</li><li>❑ Marketing Communications</li><li>❑ Ad Management</li><li>❑ Marketing management</li><li>❑ Strategic Management</li><li>❑ Course in finance that will cover the following topics: Corporate Reorganization, Optimal Capital Structure, Corporate Leverage, Debt Financing</li><li>❑ Simulation of Complex Systems</li></ul>
<b>Other activities planned</b>	All interns stated that in addition to revising and developing new programs they will organize a number of other activities through which they will share with their colleagues new information and knowledge gained and materials received. Among those: seminars/workshops, presentations, publishing of articles in local and national periodical.

**CEUME INTERNSHIPS FOR ADMINISTRATORS AND FACULTY  
TO POLAND  
March - June, 2001**

**S U M M A R Y    O F    P O S T E X I T Q U E S T I O N N A I R E**

<i>N N</i>	<i>Institution</i>	<i>Name of intern</i>	<i>What new KSAs have transferred</i>	<i>How new KSAs will be applied</i>	<i>Changes in the work environment to support the implementation of the new KSAs</i>	<i>Constraints to organizational changes</i>
1	Dnipropetrovsk National University	Natalia Ivanilova	New knowledge in specific topics of financial management and investment management was gained. New skills in using case method were developed as well.	New KSAs will allow to improve existing courses in finance and develop new course in Corporate Restructuring as well as enhance my further scientific activity	Introduction of direct continuous cooperation with Polish counterparts, access to the informal bases of WSE through Internet; presentation equipment support; supervisory and management support of CEUME.	One of the major constraints – lack of finance as well as difficulties with making changes to the teaching plan approved by the Ministry of Education
2	National University “Lviv Polytechnic”	Tetyana Kulinich	New knowledge in evaluating the competitiveness and investment attractiveness of enterprises and regions were received as well as new skills in restructuring of companies, which is widely used by Polish counterparts	New information and materials will be used in various management courses that I am teaching at Lviv Polytechnic	Better access to necessary office equipment such as scanner, copier, and others as well as access to the Internet; enlargement of scientific library resources that are quite limited for the current moment; supervisory and organizational support of top management and Chair of the department; participation in conferences and other events; availability of new materials and equipment for preparation and providing classes on a higher level (such as overhead- and multimedia-projectors, etc)	The biggest constraint is that it's almost impossible to change the annual teaching plan approved by the Ministry of education and the Institution and add or change the courses within the plan. But we still can slightly change the program of the course, to choose methods of teaching and to use new information and materials in addition to the ones approved with the plan.

3	Chernihiv State Institute of Management and Economics	Nataliya Tkalenko	New knowledge in developing strategies for regional development and attraction of foreign investments to regions based on Polish example. Developed new skills and changes attitude to methodology of teaching in general and especially business courses. Learned how to use new interactive methods of teaching such as case-method, group discussions, role games, etc.	New materials and information will be used in my new course of Strategic Management. Seminars in FDI attraction by companies in transition and post-transition countries will be delivered. Information received from UNIDO's representatives will be used in consulting activity for companies in Chernihiv region	Availability of technical resources that would help in preparation and teaching of different courses; supervisory and management support of the top management of the Institute	One of the major constrains – lack of finance as well as difficulties with making changes to the teaching plan approved by the Ministry of Education
4	Prydniprovsk State Academy of Construction and Architecture	Julia Orlovska	New knowledge in developing strategies for foreign direct investments attraction, evaluation of attractiveness of enterprises and regional development based on Polish example. Developed new skills and methodology of teaching in general and especially business courses. Learned how to use new interactive methods of teaching such as case-method, group discussions, role games, etc	New component of investment attractiveness of enterprises will be added to most courses in finance taught at the Academy. New courses in Investment Aspects of Regional Development will be introduced.	Availability of technical resources and specific economic literature and materials that would help in preparation and teaching of courses; supervisory and management support of the top management of the Institute; learn experience and legislative changes implementation for creation a special economic zone in Dnipropetrovsk region.	One of the major constrains – lack of finance as well as difficulties with making changes to the teaching plan approved by the Ministry of Education
5	Odesa State Polytechnic University	Vera Lubchenko	Gained new skill and understanding of methodology and technology in delivery business courses using interactive methods of teaching.	Received new information and materials for improvement of the existing course in Simulation of Complex Systems.	It is necessary to change the role of Ministry of Education and give more freedom to Higher Educational Institutions for implementation new policies and technology in education delivery.	Lack of finances



6	National University "Lviv Polytechnic"	Liudmyla Moroz	Improved skills in business courses delivery using modern interactive methods of teaching	New knowledge and information received will allow me as a Head of Marketing Department to develop recommendations for improvement of educational process for teaching marketing (enhancing of existing courses in Marketing, Marketing Communications, Ad Management, Marketing Management and others) as well as PDS programs for non-traditional students.	It is necessary to have constant access to the Internet in order to provide information support to our teaching and scientific processes; it is essential for our National Universities to have more freedom in developing teaching plans.	One of the major constrains – lack of finance as well as difficulties with making changes to the teaching plan approved by the Ministry of Education
7	Ternopil Academy of National Economy	Tamila Karpyk	Gained new knowledge and skills in development new curricula and teaching programs and how to adapt, change existing programs so that they would be more responsive to modern requirements and standards in business education. Learned more about modern technologies in delivery business courses	New information and materials will be used for revision the course Organizational Development and Changes and developing new courses in Fundamental Management, Starting Small Business, Management Science Models, International Trade and others.	Availability of various technical resources that would allow us to improve existing and develop new courses; managerial support.	Lack of finance
8	Interregional Academy of Personnel Management, Lviv branch	Iryna Moyseyenko	Research methods that can be used in the area of business education; modern technologies in delivery business courses (case method); some aspects of management in business education	New tests and cases received will be used in the course in Financial Management. Two areas for future joint research were defined: Analysis of educational markets in Poland and Ukraine, and Competitiveness of border regions in Poland and Ukraine. Two or three joint research papers are being planned.	Availability of various technical resources that would allow us to improve existing and develop new courses; managerial support.	One of the major constrains – lack of finance as well as difficulties with making changes to the teaching plan approved by the Ministry of Education

**Appendix 7:**  
**Study Tour to Poland 2000:**  
**Summary of Intermediate Institutional Changes**  
**(6-month period)**

# CEUME STUDY TOUR TO POLAND

September 25- October 6, 2000

## SUMMARY OF INTERMEDIATE RESULTS

NN	Institution	Name of ST participant	What new KSAs have transferred	Changes in the work environment to support the implementation of the new KSAs	Constraints to organizational changes
1.	Kharkiv State Academy of Municipal Economy	Prof. Grigoryi Stadnik	<ul style="list-style-type: none"> <li>• WSE experience of curriculum structure</li> <li>• Students knowledge assessment system</li> <li>• Marketing strategy of the institution</li> <li>• Relations of HEI with business</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction changes in teaching process by decreasing time of lecture hours and increasing home work hours</li> <li>• PDS Program was revised</li> <li>• Wide application of interactive methods of teaching</li> <li>• Seminars for faculty are organized on the constant basis</li> <li>• Proposals on organization of Marketing Departments were prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of modern training materials</li> <li>• Lack of funds</li> </ul>
2	State Academy for Management	Prof. Vitalyi Pilushenko	<ul style="list-style-type: none"> <li>• System of accreditation and standards on education</li> <li>• WES management system</li> <li>• WSE experience in curriculum structure</li> <li>• Good combination of theoretical knowledge and practices to develop necessary skills</li> <li>• Clear division of preparatory levels</li> </ul>	<ul style="list-style-type: none"> <li>• A number of programs were revised</li> <li>• A number of PDS programs students were increased after introduction of changes</li> <li>• New program "Market Ethics" was developed</li> <li>• Partner relations with Economic Academy in Katowice were established</li> </ul>	Not specified
3.	Odessa State Economic University	Prof. Mykhail Zveryakov	<ul style="list-style-type: none"> <li>• WSE experience of curriculum structure</li> <li>• Introduction of new system of education allowing more flexibility in teaching process (WSE experience)</li> <li>• Relations faculty-students in WSE</li> <li>• Content of teaching programs</li> </ul>	<ul style="list-style-type: none"> <li>• A number of training programs including PDS were revised</li> <li>• Practice of WSE was applied in some cases for attracting additional funds</li> <li>• Development of partner relations with WSE, the group of faculty visited the University and participated in the workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of modern training materials</li> </ul>

4.	Kharkiv Ukrainian Public Academy	Prof. Ekaterina Astakhova	<ul style="list-style-type: none"> <li>• Creation the Board of Trustees (Nowy Sanz) of private BS <ul style="list-style-type: none"> <li>• Information about International Educational Associations</li> <li>• Creation system for searching international funds and grants</li> <li>• Creation and operation of electronic library</li> <li>• System of Management of private HEI</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Improved control over the quality of the education</li> <li>• Studying foreign languages in management and business specializations</li> <li>• Improvement of financing conditions of the administration and management</li> <li>• Strategic plan for 2000-2010 has new proportions of number of faculty/management to number of students</li> </ul>	Not specified
5.	Nikopol Institute for Management, Business and Law	Prof. Alexander Radkevitch	<ul style="list-style-type: none"> <li>• Licensing and accreditation process of HEI in Poland <ul style="list-style-type: none"> <li>• Organization and structure of teaching process</li> <li>• Information on workload of faculty and students</li> </ul> </li> <li>• Relations of HEI with business <ul style="list-style-type: none"> <li>• Functioning of electronic library</li> <li>• MBA Program Structure</li> <li>• EQUIS accreditation process</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The organizational structure of the university was changed</li> <li>• Curricula of the university were revised in accordance with the Polish examples</li> <li>• Re-engineering of the study processes</li> <li>• Establishment of three departments: educational, administrative and legal, and development department</li> </ul>	Not specified
6.	Alchevsk Institute for Economic and Management	Acad. Anatoliy Mykhailovski	<ul style="list-style-type: none"> <li>• Private educational institutions receive support from the state, existence of non-discriminative law on education</li> <li>• High level of scientific activity in LKAEM</li> <li>• Information on EQUIS accreditation process</li> <li>• Creation the Board of trustees in NSBS</li> <li>• Structure and content of teaching process</li> <li>• Wide international cooperation and attraction of additional sources for funding</li> <li>• Strategy of promotion of NSBS</li> </ul>	<ul style="list-style-type: none"> <li>• Curricula were revised considering Polish patterns</li> <li>• Free access to Internet for students was introduced</li> <li>• Administrative changes in the structure of the Department managing full- and part time students were made</li> <li>• A number of workshops for administrative staff and faculty were conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of reforms and legislative regulations for private educational establishments</li> </ul>
7.	Charkassy Institute of Management	Dr. Tatiana Melnik	<ul style="list-style-type: none"> <li>• Strategy of promotion of HEI</li> </ul>	<ul style="list-style-type: none"> <li>• Administration has revised management of HEI and created a system of business centres</li> <li>• Polish experience was used in</li> </ul>	Lack of support from management and lack of resources

				<p>fundraising issues and upon attraction of sponsors and donors</p> <ul style="list-style-type: none"> <li>• Student placement center is being established and registered</li> <li>• Short-term trainings and PDS programs for working professionals are being introduced</li> </ul>	
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8.	Donetsk Institute for Market and Social Policy	Dr. Natalia Boretskaya	<ul style="list-style-type: none"> <li>EQUIS Accreditation System, experience of LKAEM on preparation of self-assessment report</li> <li>Approaches implemented in NSBZ on school development</li> <li>Activity of various educational associations</li> <li>NSBZ Promotion activity</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of the organizational structure and marketing research</li> <li>Establishment of the International Department</li> <li>Establishment of grant application system</li> <li>Contracting with banks and other financial institutions</li> <li>Introduction of entrepreneurship courses and foundation of the center to support businesswomen</li> </ul>	Lack of financial resources
9.	Ternopol State Technical University	Dr. Ivanna Bakushevitch	<ul style="list-style-type: none"> <li>WSE experience of curriculum structure</li> <li>Total amount of subjects offered by WSE for different groups of customers</li> <li>Standards of BE and information about public opinion and its evaluation</li> <li>Marketing system of WSE aimed at studying the demands of different groups of customers</li> <li>Existence of the feedback faculty-students</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of two new courses on the Masters program: "Eurostudio" and "Methodology of teaching management courses"</li> <li>Improvement of the current and development of new curricula</li> <li>Development of PDS courses and programs for working people</li> <li>Enhancement of Business Incubator activities through improvement of trainings for businessmen</li> </ul>	Lack of financial and material resources
10.	Lviv Institute of Management	Dr. Bohdan Goshko	<ul style="list-style-type: none"> <li>The system of admission and enrollment students</li> </ul>	<ul style="list-style-type: none"> <li>New course on E-Commerce was developed for BBA, MBA programs</li> <li>Decision on the development of new PDS program on Marketing and Financial Management was adopted by administration on the Institute</li> </ul>	<ul style="list-style-type: none"> <li>Lack of appropriate legislative regulations giving equal rights to private and public institutions</li> <li>Lack of adequate training resources</li> </ul>

				<ul style="list-style-type: none"> <li>• The project on cooperation development with Polish partner aimed at faculty and students exchange was prepared</li> <li>• Some changes were introduced in the operation of LIM Career Development Center</li> </ul>	
11.	Ternopyl Institute for Economics and Entrepreneurships	Dr. Olga Bilous	<ul style="list-style-type: none"> <li>• Strategy of institution promotion (Nowy Sanz) experience</li> <li>• EQUIS Accreditation process introduced by LKAEM <ul style="list-style-type: none"> <li>• Experience in establishing of international cooperation and attracting additional funds (Nowy Sanz)</li> <li>• Information about International Educational Associations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development and utilization of the HEI promotion strategies as well as advertisement</li> <li>• Development of fundraising (grant writing)</li> <li>• Junior faculty development</li> </ul>	<p>Lack of financial resources faculty and equipment</p> <p>Lack of support of the authorities</p> <p>Absence of legislative norms and regulations</p>
12.	International Management Institute	Dr. Alla Voronova	<ul style="list-style-type: none"> <li>• Strategy of institution promotion (Nowy Sanz) experience</li> <li>• Organization of electronic library</li> <li>• Fundraising and funds attraction activity</li> <li>• Activity of different educational associations in Poland</li> </ul>		

**Appendix 8:**  
**Study Tour to US 2001:**  
**Summary of Intermediate Institutional Changes**  
**(6-month period)**



**CEUME STUDY TOUR TO US**  
**November 8-15, 2000**

**S U M M A R Y   O F   I N T E R M E D I A T E   R E S U L T S**

<i>N N</i>	<i>Institution</i>	<i>Name of ST participant</i>	<i>What new KSAs have transferred</i>	<i>Changes in the work environment to support the implementation of the new KSAs</i>	<i>Constraints to organizational changes</i>
1.	<b>“Strategy” Institute for Entrepreneurs hip</b>	Mykhailo Krikunov Rector	<ul style="list-style-type: none"> <li>Administration US universities- helpful in the improvement of the system of the institute management</li> <li>Schemes and experience of Alumni Association start-up and management- helpful for starting the AA at the institute</li> <li>Fundraising activities – stimulation of attempts to replicate some experience at the Institute</li> <li>Details on the business education curricula and programs- applicable for revising existing programs and courses</li> <li>Financial management of university</li> <li>Communicative skills in intercultural settings</li> <li>Presentation skills</li> </ul>	<ul style="list-style-type: none"> <li>Changes in the structure and procedures of Marketing Department</li> <li>New financial planning procedures with fundraising activity</li> <li>Changes in the system of faculty appraisal and quality assessment using competitive edge parameters</li> <li>Revision of Courses on Marketing Management and Marketing Information for Decision Making</li> <li>Introduction of new revenue generating training programs for business : Management for Quality and Continuous Improvement; Interpersonal and Organizational Communication and Strategy Implementation</li> <li>Development new programs and courses for small and medium enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Lack of resources: financial, staff, equipment</li> <li>Lack of relevant legislation and reforms</li> </ul>
2.	<b>National Tavrida University</b>	Natalia Apatova Dean	<ul style="list-style-type: none"> <li>Organizational structure of universities in US</li> <li>Information about duties and responsibilities of deans and vice-deans – assist in revision of duties distribution of tasks among the department administrators</li> <li>Preparation and distribution information about university through Internet for students and business people</li> <li>Group work to design university strategy</li> <li>Organization of teaching and training process</li> <li>Alumni association activity – assists in efforts to create AA at the university</li> <li>Financial Management of US universities</li> </ul>	<ul style="list-style-type: none"> <li>Creation of data base containing information about enterprises, firms, banks and public organizations to give support to students in carrier planning</li> <li>Estimation of the costs for each teaching program</li> <li>Searching the new sources of attracting funds</li> <li>Revision the courses on “Environmental economics” and “Computer science”</li> <li>Development of the Program for conducting a series of regional seminars for faculty on “Economics”</li> <li>Creation of the student placement data base about enterprises operating in the Crimea</li> <li>Signing an agreement with a number of banks on graduates placement</li> </ul>	<ul style="list-style-type: none"> <li>Lack of resources: financial, staff, equipment</li> </ul>
3.	<b>Donetsk State Technical University</b>	Viacheslav Dementiev Dean	<ul style="list-style-type: none"> <li>Information about duties and responsibilities of deans and vice-deans</li> <li>Financial management of US universities</li> </ul>	<ul style="list-style-type: none"> <li>Revision of duties of dean and deputy deans, distribution of tasks among the department administrators</li> </ul>	<ul style="list-style-type: none"> <li>Lack of resources: financial, staff,</li> </ul>

			<ul style="list-style-type: none"> <li>• Relations of universities with business community</li> <li>• Alumni Association activity</li> <li>• Use of case study in business education</li> <li>• Information about structure and content of MBA programs</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of alumni association and attraction of additional funds with the alumni's help</li> <li>• Introduction the changes in curricula and syllabus for Masters Programs</li> <li>• Development of the survey on local labor market and its requirements in graduates is under way</li> </ul>	<p>equipment</p> <ul style="list-style-type: none"> <li>• Lack of relevant legislation and reforms</li> </ul>
4.	<b>International Institute of Business-International Center of Privatization, Investment and Management</b>	Volodymyr Zabolotny Vice President	<ul style="list-style-type: none"> <li>• Institute strategy of its development</li> <li>• System of management of US universities</li> <li>• General structure and models of schools in the USA</li> <li>• Information about MBA program in St. Thomas University</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of the strategic plan of institution development</li> <li>• Development the plan for introduction new programs (MBA)</li> <li>• Development of new procedures for faculty recruitment and assessment of the courses</li> <li>• Development the portfolio of teaching products on the basis of mission and strategy, executive training and degree programs</li> <li>• Preparation of the workplan on fundraising and searching for new grants</li> <li>• Establishment of Ukrainian Management foundation as a mechanism for grant search, fundraising, research work and cooperation with Ukrainian enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources: financial, staff, equipment</li> </ul>
5.	<b>Cherkassy Institute of Management</b>	Tatiana Melnyk Prorector	<ul style="list-style-type: none"> <li>• Development of relations of universities with local business community</li> <li>• Operation of the student service center</li> <li>• Activity of alumni association</li> <li>• Information about strategic planning of US universities</li> <li>• Information about marketing research of academic services to meet the market needs</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Strategic plan of University for the period of 5 years</li> <li>• Development of close cooperation with the city administration for attracting additional funds</li> <li>• Introduction of the new program on International Business in the 2001-2002 school year</li> <li>• Establishment of the School for Post-Diploma Study to satisfy the local labor market demands</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources: financial, staff, equipment</li> </ul>
6.	<b>International Management Institute</b>	Alla Voronova Director of International Relations and Marketing	<ul style="list-style-type: none"> <li>• MBA Program Structure</li> <li>• Business School fundraising activity</li> <li>• Faculty evaluation system</li> <li>• Alumni association activity</li> </ul>	<ul style="list-style-type: none"> <li>• New fundraising brochure and video tape were developed</li> <li>• Several projects were developed to establish contacts with GSB and HHI of UMN</li> <li>• Scope of activity of Marketing and International Department was expanded by applying information and materials received</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of relevant legislation and reforms</li> </ul>

KSAs - the Knowledge, Skills and Attitudes

**Appendix 9:**  
**Texts and Materials: Distribution Listing**

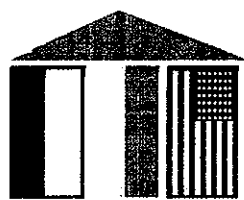
**2nd Quarter, 2001 - CEUME teaching materials prepared, published and distributed within the Publication and Book Distribution Program**

2nd Quarter 2001 (April-June)				2001	Project to Date
	CEUME activity / event	Title	Quantity		Quantity
CEUME Materials published / distributed	Weekend Workshop	How to work with mass media	240		
		Public Relations	80		
		How to create image	80		
		Enterprises transformation and restructuring in Ukraine	240		
		Managerial Accounting - Basic Concepts	50		
		Organizational Development	150		
		Transformation methodology	240		
		Basics of Public Relations	240		
		Basics of Public Relations - Presentations	240		
		Post Diploma Studies: Dr. Zbigniew Bochniarz "Management Education in Environmentally Sound Industry"	150		
		Post Diploma Studies: Dr. Zbigniew Bochniarz "Restructuring in Central and Eastern Europe"	150		
	Total		1860	3930	11980
	Short Term Training for Administrators	E.Golahovski. "Effective Management of High Educational Institutions" (Poland experience)	100		
		E.Golahivski. "Educational Institution Restructuring" (Case of Warsaw School of Economics)	100		
		N.Ushakova "Educational Process Restructuring on the Basis of Innovational Education Technologies"	100		
	Total		300	300	10420
	Round Table Discussion	National Standards for Business Education (What American Students have to know and can about Business)	135		
		System of Quality Assessment and Improvement (EQUIS) - notes for self-assessment	135		
		Achieving Quality in the Process of Constant Improvement (Notes for self assessment and expert evaluation)	130		
	Total		400	400	400

**2nd Quarter, 2001 - CEUME teaching materials prepared, published and distributed within the Publication and Book Distribution Program**

2nd Quarter 2001 (April-June)				2001	Project to Date
	CEUME activity / event	Title	Quantity		Quantity
Materials published / distributed	Case Study materials / Cases / CD-s / Video-cases	Videocases based on Ukrainian Enterprises	100		
		Catalogs Case collections "Summer - 2001"	500		
	Total		600	680	17860
Materials published / distributed	CEUME National Conference	"Building Management-Education in Ukraine" - Blueprint, English	500		
	Total		500	500	3600
CEUME press		2-nd issue of CEUME/IDC established magazine on Business Education "Synergy"	2000		
		CEUME Quarterly Newsletter "Our News" (Engl. And Ukr.)	2000		
	Total		4000	6000	13050
Textbooks ditributed for CEUME Regional / Partner Institutions' Libraries		CEUME Regional Centers' holdings were increased by 1326 the most recent and expected business textbooks in Ukrainian and Russian on 28 Business Education topics	1326		
	Total		1326	3554	10185
TOTAL			8986	####	67495

**Appendix 10:**  
**Newsletter Issue #5**



Funded by USAID

Issue No 5

# Our News

## CEUME NEWSLETTER

Spring, 2001

### "BLUEPRINT FOR ACTION" GUIDE FOR DEVELOPMENT OF MANAGEMENT EDUCATION IN UKRAINE ISSUED

The Consortium for Enhancement of Ukrainian Management Education (CEUME) recently issued a guide that outlines specific and cooperative efforts that can be undertaken by leaders of education, government and business to enhance the development of management education in Ukraine. The 110-page document entitled "Building Management Education in Ukraine: A Blueprint for Action" is the result of cooperative efforts of Ukrainian and international leaders of education, business and government. The document will lead to better coordination of effort and more effective results. "The Blueprint is an important step in CEUME's effort to change this critical area of higher education as a way to stimulate sustainable development in Ukraine," said CEUME director Zbigniew Bochniarz. "Effective management education is crucial if Ukraine is to overcome current challenges, make a successful economic transition, and play a role in the global economy."

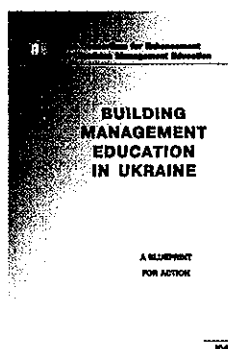
The Blueprint lays out guidelines on satisfying the needs of all interested customers and stakeholders, on developing and delivering quality education programs, and on effective management of the educational institutions. "I am very much impressed

by this document," noted distinguished international education expert Josef A. Mestenhauer, professor emeritus of education at the University of Minnesota. "It is thorough, balanced, sophisticated, and creative. The drafters of this Blueprint are to be con-

gratulated for putting together a document that is insightful as it timely and relevant." The process of developing the Blueprint was long and complex. Included were national conferences in December 1999 in Odesa and November 2000 in Lviv and roundtable discussions with over 1,400 participants. The final product of this participatory process is the work of many hands and minds.

The Blueprint will be distributed to universities and business schools in Ukraine and is available to educators, faculty, students, NGOs, business leaders, and government officials through the network of CEUME Regional offices. Since CEUME was

established in January 1999, this network has hosted over 6,000 Ukrainian educators and businesspeople at roundtables, trainings, conferences, and study tours and distributed Ukrainian specific course material, locally developed case studies, and over 70,000 copies of textbooks and other educational material.



### INSIDE:

#### Business Outreach Activity

Leaders of education and business jointly develop strategies for operating in the ambiguous business environment of Ukraine.

Read on Page 2

#### Cooperative Efforts

Cooperation and collaboration between Ukrainian educational institutions continues to grow with CEUME participation and support...

Read more on page 3

#### Activities with Impact

CEUME partner Institutions and professors are changing methods and introducing programs in their efforts to be more effective. Examples are provided on...

Pages 4-5

#### Sharing new teaching approaches

Is it possible to combine things that cannot be combined and apply them in the classroom...

Find out on page 6

#### Opportunities and Resources:

Information about a new Ukrainian web-site on Management, and other web-sites of interest to both business and education can be found on ....

Page 7

#### Upcoming Events

Weeklong training sessions for Ukrainian faculty and business in Yalta, other upcoming CEUME events and how to find out more

Page 8

## REGIONAL ROUNDTABLES UNITE UKRAINIAN EDUCATORS

Leading educators and business people are participating in a series of formal discussions related to the development of an effective system of management education in Ukraine. CEUME and leading Ukrainian educational institutions are organizing roundtables and forums throughout the country to facilitate the discussions and studies. Information and discussions will relate to issues and actions presented in the Blueprint for Action created during the 2nd National Conference on Building Management Education in Ukraine. Findings, conclusions and cited "best practices" will be the basis of the 3rd National Conference being planned for November of this year. Institutional assessment tools, information on accreditation processes, a discussion guide on developing educational standards and other valuable resources will be distributed during the meetings.

An initial roundtable occurred on June 16th in Kyiv and was co-organized and hosted by the

International Business Institute (IBI). Discussions during this roundtable focused on accreditation systems for training programs and institutions of Ukraine and abroad. More than 30 representatives of Kyiv business and management educational institutions participated.

Henrik Sternichuk, New Brunswick University (Canada), IBI president, underlined the primary criteria which differ business - education from the economic education. He noted that economic education aims at training specialists' analytical skills basing on the economic forecasts, while business education trains specialists to quickly respond to the changing environment and business processes, to think globally, to implement innovative practices, to effectively manage teams and create a cooperative atmosphere among employees, and at the same time develop personally to enhance personal effectiveness. Nina Ushakova, first pro-rector of Kyiv National Trade and Economics University, stressed

that current Ukrainian educational standards system differs by its inflexibility in course selection and faculty recruitment. Educational institutions must have freedom to create and implement their training programs and courses. The role of the governmental bodies in this process can not be underestimated because the correspondent changes have to be implemented in the current legislation. Tatiana Obolenska, pro-rector of Kyiv National Economic University (KNEU), shared the model of economic education that was developed under the KNEU guidance.

Of primary interest was the issue of international accreditation of educational institutions conducted by international management associations. Even though the procedures are rather strict, participation in the accreditation process is an opportunity for educational institutions to carry out self-assessment and self-analysis and to review their activity from the required internationally accepted quality criteria standpoint.

## WINTER INSTITUTE "MANAGING IN THE AGE OF TURBULENCE"

Among the most popular events conducted by the Consortium for Enhancement of Ukrainian Management Education (CEUME) are weeklong "institutes." These seasonal training events focus on enhancing the capacity of business professors to design and deliver effective courses and trainings to undergraduate students and, more recently, to working business professionals. In the process, CEUME is also helping educational institutions to establish sustainable relationships between business and education – supporting the institutions' efforts to reach out to the business community. CEUME does not focus specifically on business but does provide trainings to working professionals while demonstrating to attending professors how to best design practical trainings for this demanding audience.

CEUME sponsored the Winter Institute "Managing in the Age of Turbulence" for managers, businesspeople, and business professors. The event was led by the Center for Management Development, Kyiv Business School, and the Kyiv-Mohyla Business School. Managers of major Ukrainian and international companies, such as Kvazar-Mikro, Kraft Foods, Socis Gallop, and many others, joined university faculty from six regions of Ukraine as participants. The professors and business leaders were provided the opportunity to discuss new trends in contemporary business and to exchange the opinions on the current and future needs of management education.

The speakers at the Winter Institute were professional trainers, academically qualified faculty, and successful business people from throughout Ukraine and Poland. Genady Kanishchenko of Kyiv Business School and the Center for Management Development, Pavlo Sheremeta of Kyiv-Mohyla Business School, Piotr Ploszajski

of Warsaw School of Economics, Alexander Savruk from the Ukrainian Center for Post-Privatization Support, and Mikhaïlo Kolisnyk from Lviv Institute of Management presented contemporary and effective techniques, strategies, and methods of management. The audience developed an understanding of the new challenges for business and relative tasks for education.

Business leaders learned how to consider many issues in an ambiguous environment and how to plan strategy and take action while many unknowns remain. Professors learned how to present new theories and – most importantly – train managers in ways to lead companies and employees. All participants gained a greater appreciation for the value of business trainings. All agreed that it is critical for business and education communities to establish and maintain interactive dialogues about the changing needs of business and how they can work together in developing a system of management education that effectively satisfies those needs.

**kmbs**

## BUSINESS AND MANAGEMENT TRAINING FOR WORKING PROFESSIONALS

An activity of critical importance answers the training and consulting needs of executives and business people. Leading private and public institutions throughout Ukraine are working on improving their ability to provide quality trainings that satisfy specific regional needs of current top and mid-level managers of Ukrainian business firms. These services not only contribute to the effectiveness of businesses and economic development of Ukraine, but also provide opportunities to generate needed funding for the institutions and insights and experience for business professors. Development of quality executive trainings and Post-Diploma Studies (PDS) is being encouraged and assisted by CEUME through study tours, trainings (such as the Winter Institute), materials and information and consultations. Mr. Andriy Masiuk, former director general of IMI-Kyiv and an experienced educator in the United States, recently conducted roundtables discussing the unique demands of executive education and provided consultations to seven Ukrainian universities and institutes providing PDS.

During initial meetings, Mr. Masiuk encountered a variety of perspectives and opinions on the relationship between

the educational and business communities in their region. In general, business leaders felt that educators do not possess an adequate awareness of specific needs of customers in the training marketplace. Concurrently, neither business leaders nor educators were able to identify the capacity of specific education institutions in the region to satisfy those needs.

"It is highly recommended that institutional leaders perform an objective "self-evaluation" of their institution with a special emphasis on a PDS market analysis of their region." Educational leaders must be able to evaluate their institution's ability to create effective courses and programs and design a strategy that will lead to financial sustainability. A component of that activity should be an analysis of the marketplace for executive and PDS trainings.

Mr. Masiuk will be in Ukraine this October and November 2001 to continue his effort to assist interested institutions in evaluating their market, assessing current programs, and designing strategies and implementation plans focused on making their PDS programs financially viable.



# EDUCATIONAL COMMUNITY IN UKRAINE

**Spring 2001 was an active time in the educational community of Ukraine. Throughout the country, national and international conferences were conducted uniting education, science, business, government, and international organizations. Conferences, joint-research activities, joint programs and joint publications are examples of how leading Ukrainian educators and institutions are working together toward shared goals.**

In Eastern Ukraine, the 1st Kharkiv Economic Forum, International Scientific – Practical Conference was hosted by Kharkiv State Economic University in April. The organizers of the Forum were the American Councils for International Education (ACCELS), International Finance Corporation (IFC), Representative Office of European Union in Russia, Kharkiv State Regional Administration, Kharkiv State Economic University and CEUME. The conference featured presentations from the Polish Embassy in Ukraine, State Property Fund of Ukraine, Local Regional Administration; the European Union Commission, and the Rectors Council of Kharkiv Region. The participants discussed specific problems and perspectives of economic reforms in Ukraine, business and regional government management under the conditions of transformational economics, corporate governance, and the creation of favorable investment climate and other issues essential to the development of external economic activity.

In May, another significant event in Kharkiv was the international conference entitled "Modern Concept of Marketing and Its Re-interpretation in the Transition Period." The conference was organized jointly by Kharkiv National University, Kharkiv Institute of Business and Management and CEUME. The goal of this conference was to develop the conceptual basics in marketing theory and the best marketing practices in the transitional economies. Discussions focused on the prerequisites of creating professional marketing and advertising services in the Ukrainian market. Issues addressed the international exchange of experience between marketing, advertising and PR specialists and the effective organization and implementation of marketing and advertising research. Participants identified priority areas in the development of marketing education and how to adapt it to the

existing needs of Ukraine and its transitional economy. Of special interest was the presentation by the Warsaw School of Economics professor Krzysztof Prszybylowski, "The main marketing challenge in Poland at turn of Millenniums". More than 100 faculty, businessmen and representatives of advertising companies from Poland, Russia and Ukraine participated. The conference featured a high participation level of CEUME partner institutions from Dnepropetrovsk, Donetsk, Sumy, Zaporizhzhya, Mariupol, Lviv, Odesa, Kyiv, Chernigiv, and Ivano-Frankivsk.

During May, Donetsk State Technical University celebrated its 80th anniversary.



The rector of National Mining Academy in Dnepropetrovsk, Prof. Pivniak, greets conference participants

sary. In the frames of the celebration activity, the international scientific – practical conference "Polytechnic Education in the 21st Century" was conducted. Representatives of more than twenty countries attended – among them China, Romania, USA, Turkmenistan, Poland, Belarus, England and many others.

Prof. Zbigniew Bochniarz, CEUME project director, presented techniques and experiences of specialized professional education in transition economies. Prof. Edward Golachowski, pro-rector of Warsaw School of Economics, attended with Mick Mullay, CEUME country director. In frames of the conference, CEUME representatives met with the Rector and adminis-

tration of DSTU to discuss practical application of knowledge and skills received during CEUME events. Of particular interest was the newly organized DSTU Alumni Association, which was formed basing on the experience of University of Minnesota. Though this structure is comparatively new, the University, alumni and alumni employers and other organizations are already experiencing the benefits of such cooperation.

In Dnepropetrovsk, CEUME representatives participated in National Mining Academy of Ukraine's 2nd International conference entitled "Problems and Perspectives in the Development of the Ukrainian Economy in Terms of Market Transformation". The goal of the conference was to facilitate the consolidation of scientific potential and form international working groups that focus on contributing to the successful transformation of Ukrainian economy. The conference's six breakout sections highlighted various important issues and aspects relevant to the economy in transition – from environmental issues to promoting and developing management and business education.

Among the facilitators of the breakout sections were invited professors from Polish educational institutions. Zbigniew Bochniarz presented "Executive Education and Environmentally Friendly Restructuring of Central and East European Industries." The presentation covered the experience of Polish educational institutions, which can be successfully adapted to the Ukrainian condition.

CEUME continues to participate and support initiatives of its partner institutions in organizing events and activities that facilitate cooperation on institutional, international and individual levels. Cooperation, communication and united efforts are the key to achieving effective results.

COLLABORATION

# CHANGES IN EDUCATIONAL

## IMPACT AND SUCCESS

CEUME continues to assist private and public Ukrainian business schools, universities and polytechnics in developing their capacity to offer effective undergraduate degree programs and non-degree "continuing education" courses. Additional activities focus on developing the knowledge and skills of administrators of educational institutions while stimulating communication and cooperation throughout the Ukrainian education and business communities.

Events and activities support the efforts of leading administrators and educators to develop their teaching methods, courses, curriculum, administrative and management procedures and the overall system

of business and management education in Ukraine. Weekend workshops delivered by CEUME train professors how to design and deliver more effective management courses. Study tours, visitations, conferences and roundtable seminars introduce systems of management and help build partnerships within Ukraine and internationally.

One method of evaluating the impact of these programs is by the number of changes that result in CEUME partner institutions. During the past months, administrators and professors have noted a broad spectrum of changes that are taking place as a result of participation in CEUME events.

### Professors have provided examples of changes in the ways courses are designed and delivered to traditional students:

- new courses are being developed incorporating materials and tools received during the workshops;
- the course structure is being modified to best fit the students needs, particularly a greater focus on independent studies of the students, practical application of skills and individual work with the students;
- interactive learning methods such as simulations, group projects, and case study are being popularized;
- new examination techniques are being applied; and
- more faculties are developing their own case studies and teaching notes.

### Professors active in CEUME events provide many examples:

#### Irina Revak , Lviv National University:

*I have significantly changed the structure of my lecture hours, devoting more time to individual work of students. I have authored scientific articles and presented a professional conference. The topic of my presentation "Implementation of interactive methods of teaching" was well received. Currently I am working on developing my own case study.*

#### Vira Stoyan , Ternopil Academy for National Economy

*I have started writing a textbook, significantly enhanced my course "Financial Management", revised my course sub-topics related to Project appraisal. Currently, I am preparing a presentation for the international conference to be conducted in May 2001, basing on the materials received during CEUME workshops.*

#### Olena Sokhatska , Ternopil Academy for National Economy

*Participation in the CEUME project activities has influenced my professional development. I have headed a working group, responsible for the development of learning materials for top-managers in the area of "Management of External Economic Activity". I have developed my own course "Investment Portfolio Management" and have written an article for the "Economist." Information provided by CEUME has also been beneficial during my participation in numerous scientific conferences.*

#### Anatoliy Tybin , Ternopil Academy for National Economy

*CEUME materials are used during post-diploma studies, and consulting activity. Currently, I am completing my work on the textbook "Business Management", and have authored the article "Strategic Management in Management of Business Education."*

#### Ganna Syrotyuk , Lviv State Agrarian University

*Participation in the joint IBTCI/CEUME training conducted in Kyiv resulted in the development of my own course and case study.*

#### Volodymyr Mykhailiv , Lviv Academy of Commerce

*I am using CEUME materials in my scientific work. Cooperation with the faculty of other institutions during CEUME events expanded my contacts*

*with the faculty of other institutions and opened new opportunities for cooperation.*

### And many more changes can be seen during training and consulting with business:

- more professors initiate the consulting activity to the business, using the tools and information received through CEUME business outreach program;
- new short-term training courses are being developed to be delivered to business audiences;
- courses in framework of the post-diploma study (PDS) programs are being modified; and
- changes in training methodologies are being implemented.

#### Artur Gorboviy , Lviv Institute of Management

*Participation in the Winter Institute has changed my vision of teaching and administering short-term courses for business. Materials received during this training are being used in my consulting service for business.*

#### Irina Moiseyenko , Interregional Personnel Management Academy

*Participation in CEUME seminars has encouraged me to begin scientific research on the topic "Investment Attractiveness of Geographical Regions." I also am now teaching a new course for businessmen "Finance of Enterprise" and completing work on articles focused on restructuring of Ukrainian enterprises.*

# APPROACHES AND TRAINING

## Ludmila Moroz, National University "Lviv Polytechnic"

Professor Moroz provided consulting services to two enterprises and has authored two publications. She has written a case study and started to teach a new course for working professionals entitled "Marketing Strategy."

## Dnepropetrovsk National Mining Academy

Management faculty recently initiated a business outreach program. Based on the materials and information received during the CEUME PDS Study Tour to Poland, the structure of short-term trainings conducted for businesses was revised. Sharov Olexander, Dean of Management Faculty states that leading companies in the Dnepro-

petrovsk region are now requesting specific trainings from the institution.

## CEUME trainings and activities lead to successful changes in other areas.

## Odesa Institute of Post-diploma Studies in cooperation with the Business Support Center

New partnerships are developing across borders and within Ukraine. Partners in Odesa are opening a training department for high school graduates in management and business. Students will receive trainings to be better prepared for the Institutes entrance exams. The trainings are based on new curriculum plans that were de-

veloped on the basis of CEUME distributed materials, information, and methodologies.

## Odessa State Economic University

Administrators and professors actively participate in CEUME activities. The institution successfully participated in the tender among Ukrainian higher educational institutions to take part in a training program entitled the State Authorities Management "Ukrainian Initiative." One criterion for the success in the tender was the qualifications of the 50 faculty members that were enhanced through participation in the CEUME training and study tours.

## Support for Administrators and Managers of Educational Institutions

Short-term trainings for administrators are now being organized through CEUME. These programs are aimed at assisting administrators of educational institutions in their efforts to evaluate their institution and to implement plans for achieving improvement. Leading educators from Ukraine and abroad conduct and participate in the trainings.

The first workshop conducted in May was entitled "Managing Higher Educational Institutions – Utilizing New Educational Technologies" was lead by Prof. Nina Ushakova, pro-rector of Kyiv National Trade and Economics University.

In addition to the vast experience in management of educational institutions, Prof. Ushakova has expertise in the area of national accreditation and national standards in management education. Rectors, pro-rectors and deans representing institutions from Kyiv, Ternopil, Lviv Chernigiv and Chernivsti participated in the seminar. Topics included: the goals of restructuring of programs and institutions; innovative educational technologies and their adaptation into the study process; total computerization of the educational process; and complex testing and knowledge diagnostics systems. Prof. Ushakova led a second seminar conducted during June with participation of administrators from Khariv, Donetsk, Odesa and Dnepropetrovsk.

During May, Ukrainian administrators had a unique chance to meet with the pro-rector of Warsaw School of Economics, Prof. Edward Golachowski. Odesa and Kyiv were the sites of two trainings "Managing Higher Education Institution Effectively". Prof. Golachowski shared the experience about management of a leading school in economic education in Poland, exchanged ideas and approaches, and applied the Polish "success" experience to Ukrainian situations. Among the topics discussed during the two two-day trainings were definition of the administrator, the market, the

public, SWOT analysis, and the financial management of the institution. The trainings concluded with the discussion of the case of Poland and particularly Warsaw School of Economics.

The sharing of experience, distribution of new information and management tools are aimed to change the attitude and vision of administrators.

The result will be more effective managers that are open to change and who will encourage changes taking place on the individual level of the faculty, inside the classrooms, and within the institution.



Prof. Ushakova, the first pro-rector of Kyiv National Trade and Economics University, is leading the seminar for administrators in Kyiv

# DIFFERENT PERSPECTIVES – UNIQUE TEACHING APPROACHES-UNPARALLELED SUCCESS

## TRAINING THE TRAINER

Michael Porter once said that only a unique strategy assures success. In order to achieve success in anything, including teaching, the methods and processes must be reviewed and examined from dramatically different points of view. The faculty of the Kyiv-Mohyla Business School (kmbs) recently cooperated with CEUME and the Innovation and Development Center in doing just this. Springtime in Kyiv began with this team presenting an innovative 4-day seminar focusing on the enhancement of pedagogical skills for 25 faculty members representing universities and business schools throughout Ukraine.

The unique seminar, code named BoMBA, exploded with totally innovative content and approaches to motivate creative thinking and leadership. The seminar forced the young professors attending to see themselves and the teaching process from unusual perspectives. Prominent business leaders and extraordinary personalities guided them through an adventure that led to new perspectives, innovative teaching abilities and creative thinking.

**Day One.** The seminar began by visiting "The Cave Restaurant", considered to be one of the most unique and stylish restaurants in Kyiv. Its innovative interior transports visitors to a prehistoric fantasy where cavemen and cavewomen assist customers to cook meat over hot stones. Owner Eric Eigner opened the mystery of experience and impressions to the participants. "People expect and deserve an experience – not just a service or product." Using this metaphor, and applying it to the professor-student relationship, seminar participants came to the conclusion that students can also benefit from unique experiences in the classroom. Learning, like dining, can be enhanced through creativity and innovation in course delivery and curriculum design. Upon return from the restaurant, the participants were given the opportunity to visit with a Ukrainian TV star, talk-show host Mykola Veresen. He stressed the importance of remaining open and unbiased to differing viewpoints. Audiences, and classrooms, can receive greater benefits through free discussion and expression of various opinions than by only hearing those of a dominant host or teacher. By using stories and creating scenarios, hosts can motivate creative and analytical thinking in the minds of the listeners and stimulate active discussions. "I cannot express only my own opinion and dominate the talk show. I would be fired right after I allow myself to do this." The first day concluded with a presentation

by Gennadiy Kanishchenko, dean of the Kyiv Business School. He led discussions and demonstrations emphasizing innovations in teaching methodologies and how to remain original.

**Day Two.** Professor Piotr Ploszajski of the Warsaw School of Economics began the day by demonstrating how metaphors can be used in management education. The professor is confident that such methods work more efficiently than relying exclusively on ordinary teaching and learning glossary. "It allows the student to understand the spirit and meaning of subjects rather than only memorizing framework and terminology." Following this, Bogdan Beniuk, a popular Ukrainian actor presented different perspectives on teaching. "An instructor is an intelligent and inspired actor that should be able to play around various situations in the audience. Instructors should be a concentration of energy with perfect articulation and fluid movements." Beniuk's unforgettable demonstration of dramatic art helped participants to prepare for the next session, a test with a sport

orientation. Conducted on Trukhanov Island, this popular exercise proved that the people that think creatively and use creative decision



making always win. The exercise taught participants to think outside of the box, stay calm in uncertain conditions, motivate oneself and team mates to think creatively.

**Day Three.** Deputy Dean of kmbs, Yuriy Navruzov, trained and experienced as a physicist, offered participants a new vision of the relationship between physics, teaching and business. He talked about experiments that can break traditional vision and help to find new alternative solutions. "Continuous experimenting, creative approaches and a strong belief in a positive result bring successful results in the form of revolutionary innovations." Olexandra Baklanova, kmbs project manager and winner of three national case writing competitions, shared her broad experience in case writing and teaching. Participants began the next session finding "Yuriy Zastavny, CEO of TOV Novartis Agro, in the gym dressed as a trainer of martial arts. "Practicing martial arts

contributed to my success in business more than any decent Western MBA program could. The willingness to take risks and win and lose, to fight back, to concentrate muscle strength while focusing on a hit, and to act quickly and decisively- all basic principles of martial arts can in metaphoric way be applied to business and business-education." One goal of the seminar was to demonstrate how to combine things that traditionally are not combined. Following physics and martial arts, the participants moved to conservatoire to listen to "Eugeniy Onegin" and watch the orchestra conductor, Dermot Dunne. The day ended with the young professors reflecting on how the day's experiences could be applied in innovative classrooms to prepare future business leaders.

**Day Four.** The final day began with the same orchestra conductor, Irish and a 5th year student at conservatoire, whose basic education is business, presenting a remarkable lecture about the role of the conductor in the orchestra. He did not use the words such as leader, leadership, management or business, but he portrayed the concept of an orchestra conductor, who as a top manager allows many professionals to sound together instead of playing separate parts. Kmbs instructor, Olena Maliseva then compared the development of a case study with the birth of a child in her presentation. The training also involved group analysis of videotaped teaching sessions of four training participants. The four-day training-metaphor concluded with Pavlo Sheremeta, kmbs Dean, narrating a presentation of a scene from the movie "Indecent Proposal." One of the main character states, "Even an ordinary

brick wants be something More." The text was accompanied with slides and pictures of some of the most significant and famous architectural masterpieces ever created by humans – demonstrating just how much More an ordinary brick may be.

Through participation in the seminar, 25 young professors had completed the beginning of a lifelong journey to help those who are willing to try new things, accept new perspectives, to combine things that can not be combined, and to enjoy the process fully. All the participants agreed that upon completion of the intensive training, they saw how much More they could be as professors in using creative ways that will enable their students to become, in the end, More.

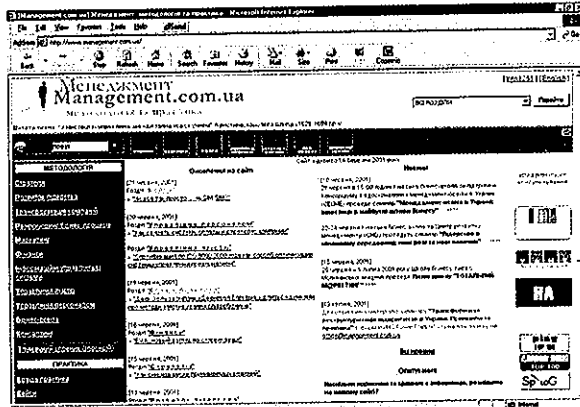


# MANAGEMENT INFORMATION AND RESOURCES: THEORETICAL AND PRACTICAL

"Management: Methodology and Practice", <http://www.management.com.ua>

A new internet site recently was created to provide Ukrainian educators and business leaders easy access to useful and interesting information related both to the theory of business management and practical application in the Ukrainian reality. Consultants of UCPPS identified the general need for a database of methodological and theoretical information and materials in key management subjects and created the original concept of the site. The idea was widely supported by Ukrainian faculty and business people attending workshops conducted by CEUME throughout Ukraine. CEUME encouraged and supported its development efforts led by UCPPS and representatives of the Kyiv Mohyla Business School and other leading educational institutions. Journals such as "Capital Market" and "Synergy" are also cooperating.

The site is organized in two main parts: "Methodology" and "Practice." One section is devoted to methodological approaches of contemporary business management systems and a second section contains case studies and real life examples of best management practices in Ukraine and abroad. The site features theoretical articles about



management practices, marketing approaches, financing and international relations. The information of the site is organized in two main parts: "Methodology" and "Practice". The first part covers the methodological approaches to the contemporary business management system. A glossary section introduces business terminology in Ukrainian language in an attempt to "demystify" the inadequate, inconsistent or non-standard usage of new business and management terminology. The second part contains case studies and examples of the best management practices. For example, information and stories are provided about the experience gathered during the restructuring projects implemented by ICPPS, Tacis,

World Bank, and USAID. A glossary section introduces business terminology in Ukrainian language in an attempt to "demystify" the inadequate, inconsistent or non-standard usage of new business and management terminology.

The effort to develop and maintain the site gathers support and gains new partners. Among those who are expected to join the project in the near future are several leaders in the area of total quality management, particularly in the field of IT-technologies. "Bureau Veritas", the leader in certification services in Ukraine (system of quality in ISO standards); SC "Supremum" – a software dealer that majors in automation of accounting processes for the enterprises; and "Miratech", a leading firm in the development and implementation of the software in management, financial management of the enterprises, are have all indicated high interest.

Readers are encouraged to visit the site, make contributions, create dialogue with other educators and business people, and provide feedback on the structure and content of the tool. The Internet is an excellent resource for research, communication, and learning.

## OTHER TOOLS AND RESOURCES

Our News continues to provide information on Internet sites and other resources that may be of interest to faculty, administrators, scholars and business people. If you have knowledge of excellent Sites and information that should be shared with your colleagues, please inform CEUME at [ganna@ceume.kiev.ua](mailto:ganna@ceume.kiev.ua)

This site contains information on starting a small business, and provides tools for managing human resources, sales, marketing, and finance. It is useful for educators teaching courses on small business and Ukrainian entrepreneurs.

<http://www.lycos.com>

QuickMBA is a handy resource that will help find knowledge and useful tools. The site contains business news and a comprehensive list of resources and guides on topics usually covered in a typical MBA program.

<http://www.QuickMBA.com/>

The Education Resource Organizations Directory (EROD) contains information on Funding Opportunities, Research and Statistics, Programs and Services, Publications and Products, Links to other education-related sources and organizations. It can be used to identify and contact U.S. education organizations at every level.

<http://www.ed.gov/Programs/EROD/>

IFC in Ukraine recently announced the release of IFC Ukraine's latest report of the administrative environment for business in Ukraine. The report, funded by the Ministry of Foreign Affairs of Nor-

way and USAID, is based on a survey of small, medium, large, private and state owned firms in Ukraine and covered calendar 2000. The report includes enterprise performance, enterprise restructuring, and barriers to business development. The survey report can also be downloaded from:

[www.consulting.kiev.ua](http://www.consulting.kiev.ua)

Ukrainian economic information and research is compiled by the Ukrainian-European Policy and Legal Advice Center (UEPLAC). The latest monthly update can be downloaded at:

<http://www.ueplac.kiev.ua/eng/publications/trends/2001/tr0101e.pdf>

Ukrainian Economic Trends issues for 1998, 1999, 2000, and 2001 are available for downloading at:

<http://www.ueplac.kiev.ua/eng/publications/publications.shtml>

Articles and information of interest for researchers, business leaders and entrepreneurs can be found at these sites:

<http://search.businessweek.com/>

<http://www.Business.com/>

<http://www.libraries.rutgers.edu>



### SUMMER INSTITUTES FOR UKRAINIAN PROFESSORS

CEUME will be conducting their annual Summer Institutes this July 7-14 and July 15-22 in the Ukrainian city of Yalta. These two 7-day long sessions will each provide intensive training for 150 professors of business and management institutions located throughout Ukraine. The trainings focus on enhancing the capacity of teaching faculty in five areas of study, providing important information and methodology to effectively transfer skills so students can apply the knowledge in practical situations.

- Corporate Governance
- Leadership
- Business Ethics
- Business Communication
- Decision Analysis

Professor teams consisting of expert instructors from America, Poland and Ukraine will conduct the trainings. Participants will learn western perspectives and approaches, how they were adopted in Poland, and how leading Ukrainian professors have adapted the information and teaching techniques to the Ukrainian reality.

### "EFFECTIVE BUSINESS MANAGEMENT IN THE NEW CENTURY"

Top level-business professionals will also be able to participate in Yalta in a special training entitled "Effective Business Management in the New Century". The week-long trainings will address Business Strategy, Marketing, Finance and Corporate Governance, Decision Making, Leadership and Organizational Development. Of special importance, the participants will be sharing with the Summer Institute participants valuable insights into the special training needs of working professionals and what they expect graduates of university level business programs to know and be able to do. A continuing dialogue between leaders of business and education is vital.

### CALL FOR PAPERS

#### Third Annual National Conference

#### "Building Management Education in Ukraine"

Kyiv November 15-17, 2001

#### CEUME invites the submission of papers corresponding to the three key topic areas:

Evaluation of current recent challenges for Ukrainian management education programs and site realized achievements;  
Analysis and recommendations of National Standards for business education;  
Identification and evaluation of various accreditation processes and self-assessment methods for Ukrainian educational institutions; and  
Prospects of future cooperation through the development of educational associations and other methods of cooperation.

#### Contributions should:

Address major problems in each topic area and explain in the most significant items impending progress;  
Provide examples of current "best practices" being applied in Ukraine and best foreign practices that might be adapted to the Ukrainian environment;  
Outline specific actions and recommended steps towards improvement that can be taken by leaders of educational institutions, businesses and government.

Additionally, please attach a listing of references and resources. Papers should be two to five pages in length and submitted for consideration in Ukrainian or English prior to September 10, 2001. Accepted papers will be published in the Conference proceedings.

#### Hard copies should be mailed to:

METC  
21/12, Luteranska str., Suite 35,  
01024, Kyiv, Ukraine

#### Papers can be forwarded as attachments to:

ceume@ceume.kiev.ua  
or olga\_karpova@ceume.kiev.ua

### UPCOMING EVENTS

#### Short-term training for Administrators

June 20-21  
Dnepropetrovsk –  
"Managing Higher  
Educational Institutions  
– Utilizing New  
Educational  
Technologies"

#### International Forum Ukrainian Capital Market

June 20-22  
Seminar "Investing in to  
Future Assets of  
Business"

#### Roundtable Discussions

#### Preparation process for the 3rd national Conference "Building Management Education in Ukraine"

June 18 – Kharkiv  
June 25 – Dnepropetrovsk  
June 25 – Donetsk  
June 29 – Odessa

#### Summer Institutes for Ukrainian Educators and Businessmen

July 8-14 Yalta  
July 15-22 Yalta

We also like to inform about new materials available at CEUME Regional Offices. Among them are A Blueprint for Action "Building Management Education in Ukraine" (ref. page 1), self-assessment tools for educational institutions, EQUIS standards, and a discussion workbook on developing national standards for business education. The 2nd issue of analytical methodological magazine "Synergy" is also available through CEUME.

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The US Agency for International Development is the primary sponsor of CEUME. Since 1992, USAID has provided over \$1.6 billion worth of technical and humanitarian assistance in support of Ukraine's democratic, economic, and social transition. USAID works in close partnership with private U.S. based voluntary organizations, indigenous institutions, U.S. businesses, and other national and international agencies, providing economic and humanitarian assistance in more than 80 countries world-wide. For general information about USAID's activities in Ukraine, call USAID's Program Office at (044) 462-5678.

**Appendix 11:**  
**Evidence of Programs' Impact**

- a. Evidence of Program Impact, MEPP\METP**
- b. Evidence of Program Impact, PBDP**



# Utilization of Trainings, Materials and Information

## Evidence of Program Impact, MEPP/METP (2nd Quarter 2001)

### All regions summary (2nd quarter 2001)

Level	# #	Performance indicators	Quantative Evidence					
			# of Faculty		# of Courses Changed/Introd uced		Institutional Level	
			MEPP	METP	MEPP	METP	MEPP	METP
			1	2	3	4	5	
Individual	1	Revising existing course curriculum to adapt and incorporate western	19	118	14	117	125	
	2	Developing new course curriculum reflecting western business concepts and needed local adjustments	11	49	12	45	42	
	3	Using new teaching methodology in classroom, such as interactive lecturing techniques, case studies, computer simulation games, group work/assignments, practical assignments	23	132	17	137	n/a	
	4	Using western resources as part of required instructional material	21	188	16	148	n/a	
	5	Develop joint research projects with Ukrainian or Polish and American colleagues	10	28	n/a		15	
	6	Develop publications in either local or international journals	25	128	n/a		n/a	
	7	Develop local case studies (individually or jointly)	20	80	16	41	31	
	8	Presenting at local or international conferences	12	64	n/a		n/a	
	9	Number of businesses consulted	29	65	n/a		164	
	10	Number of businesses trained	25	48	n/a		1055	
Institutional	1	Establishing or modifying administrative procedures in support of newly developed or revised programs and activities	N/A				21	
	2	Establishing administrative and financial mechanisms to promote efficient and sustainable operation of revenue generating programs					17	
	3	Establishing student counseling services					11	
	4	Establishing student placement offices					21	
	5	Establishing alumni associations					14	
	6	Producing and implementing plans for improved business education at the host institution					17	
	7	Supporting or creation of national system of evaluation or accreditation of programs.					13	
	8	Introduction or more effective use of Internet technologies					19	
	9	Creation of inter-university working groups					8	
	10	Establishing an effective dialog between academic and business communities in Ukraine					22	
	11	Establishing exchanges and collaboration between Polish and Ukrainian management training professionals					11	

For clarification of categories, please refer to CEUME Monitoring and Impact Plan



# Utilization of Trainings, Materials and Information

## Evidence of Program Impact, PBDP

All Regions - Summary (2nd Quarter 2001)

Level	##	Performance indicators	Quantitative Evidence		
			# of Faculty	# of Courses Changed/Introduced	Institutional Level
Individual	1	Participants utilize information from received training materials in preparing classroom activities	102	82	84
	2	Participants utilize information from received training materials in their classroom	68	71	76
Institutional	1	Training materials and western style textbooks are distributed to the participating institution to increase professors access to information	N/A		7510
	2	Library holdings are increased			1326

**Appendix 12:**  
**Participation Statistics: Project-To Date**

## CEUME Program Reach (2nd Quarter 2001 - Project-to-date)

### All regions summary

CEUME Program	Type of Activity	# of events quarterly	# of events-to-date	#of participants from non-partner Institutions/Businesses/ NGO's (2nd quarter 2001)	Number of Partner Institutions Participants (2nd quarter 2001)	#of Male Participants (2nd quarter 2001)	# of Female Participants (2nd quarter 2001)	Total (2nd quarter 2001)	Project-to-date
MEPP	Study Tour	0	3	0	0	0	0	0	35
	Round Table	8	28	25	129	78	76	154	558
	Short Courses	4	4	0	94	54	40	94	94
	Internships	9	9	3	6	1	8	9	9
	Conferences	0	3	0	0	0	0	0	600
	Seminars/Other conferences	2	5	33	21	31	23	54	156
METP	Weekend Workshops	23	132	133	499	248	384	632	3658
	Institutes	0	6	29	20	19	30	49	631
	Post-Diploma Studies	0	1	0	0	0	0	0	12
PBDP	Number of Publications published and distributed							1300	46074
	CEUME participation at Educational Exhibitions								17

**Appendix 13:**  
**Schedule of 3<sup>rd</sup> Qtr Activities**

## **The Schedule of Planned Events for the 3<sup>rd</sup> Quarter, 2001**

<b>Program Area</b>	<b>Event</b>	<b>Title</b>	<b>Date</b>	<b>Location</b>	<b>Target Audience</b>	<b>Total</b>
METP	7-day session	Summer Institute**	July 7-14	Yalta	Faulty	100-120
METP	7-day session	Summer Institute**	July 15-22	Yalta	Faculty	100-120
METP	7-day session	“Effective Management the 21 <sup>st</sup> Century”	July 7-14; July 15-22	Yalta	Business	40
MEPP	Internships, Poland	Internships, Poland	September-November	Poland	Faculty / Administrators	20-30
MEPP	Round Table Meeting	Preparation Process for 3 <sup>rd</sup> National Conference	September 7	Simferopol	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 <sup>rd</sup> National Conference	September 12	Donetsk	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 <sup>rd</sup> National Conference	September 12	Nikopol	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 <sup>rd</sup> National Conference	September 12	Kharkiv	Administrators/ Faculty /Business Government	15-20
MEPP	Round Table Meeting	Preparation Process for 3 <sup>rd</sup> National Conference	September 19	Ternopol	Administrators/ Faculty /Business Government	15-20
MEPP	Follow-up meeting	Participants of Donbass-Selesia Seminar	September	Donetsk	Administrator	15-20
MEPP	Study Tour to Eastern Europe	CEEMAN Headquarters	September 24-30	Slovenia Croatia	Administrators	6-8
METP	Weekend Workshop	TQM	September 28-30	Kyiv	Faculty	25-30
METP	Weekend workshop	Business Ethics	September 28-30	Lviv	Faculty	25-30